

WAKE COUNTY

CAREER STRUCTURE OVERVIEW AND CAREER LEVEL GUIDE



INTRODUCTION

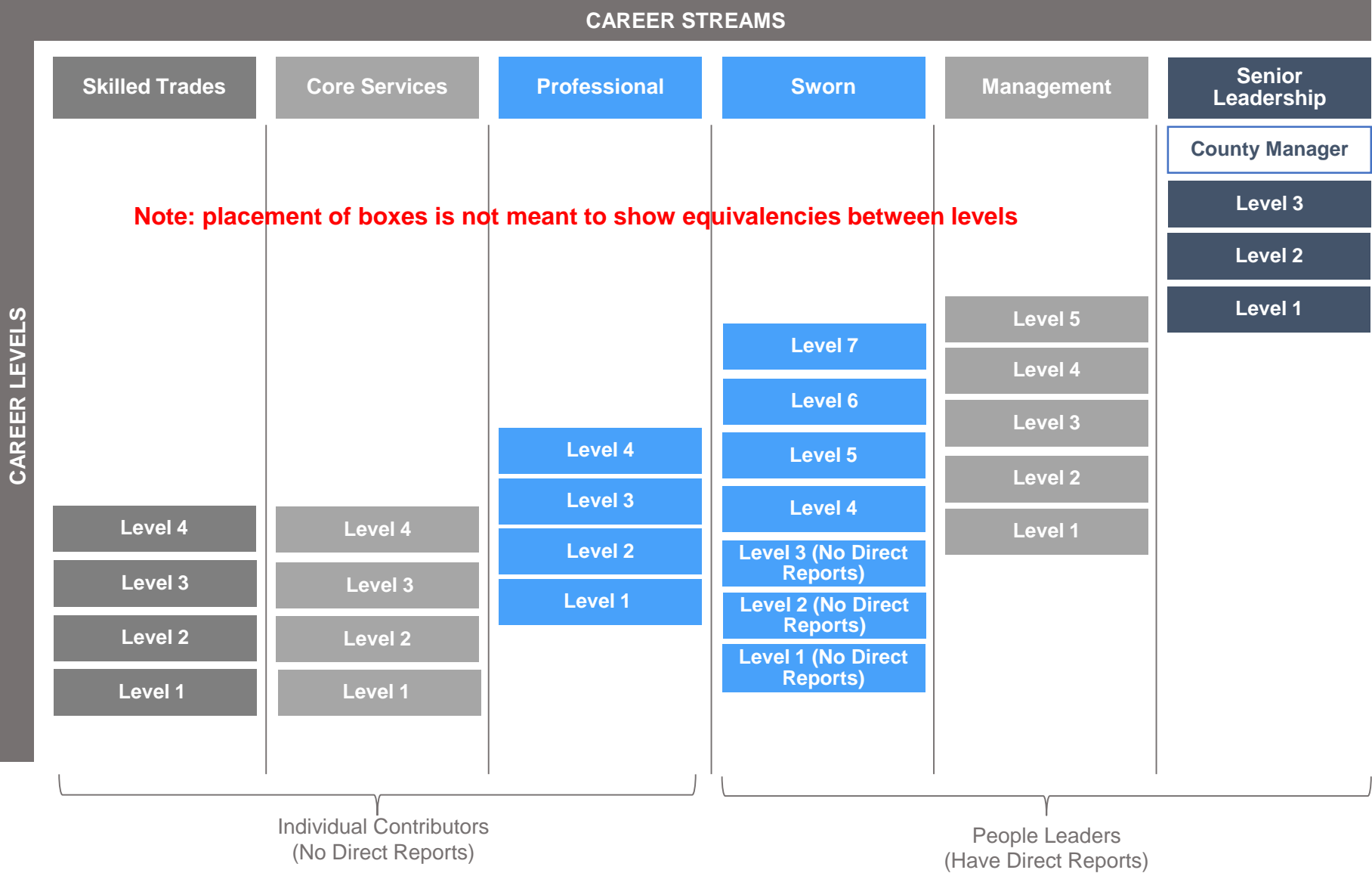
This document provides an overview of the elements of a Career Structure and career level descriptions for Wake County's six Career Streams.

What is a Career Structure?

- A Career Structure is a consistent, well-defined job structure that serves as the foundation for making meaningful talent decisions such as performance management, compensation, development, and career movement.
- A Career Structure organizes jobs using four components:
 - **Job Families:** occupational areas, or generally recognized professional disciplines, often requiring a unique skill set. Most career development and movement occurs within a Job Family. *A Job Family is not synonymous with the Organization structure.*
 - **Sub-Families:** sub-groups within a Job Family that describe more specific technical capabilities or specialties within the discipline.
 - **Career Streams:** career “types” within the Organization, characterized by unique responsibilities.
 - **Career Levels:** define the scope, responsibilities, impact, knowledge, and decision making at incremental levels. Career Levels are consistent across the Organization.
 - **Job:** the total collection of tasks, duties and responsibilities assigned to one or more positions.
- Once jobs are mapped to these four components, it allows us to better outline: What career opportunities exist at Wake County? What are the expectations (goals, behaviors, contribution) at the next level, and how are they similar or different than what I am doing today?

CAREER STREAMS AND LEVELS

The County Organization-wide Career Map includes six Career Streams. Each Career Stream has 3-7 levels, described in detail in this document. Every job at Wake County is mapped to a Career Stream and Career Level.



JOB FAMILIES AND SUB-FAMILIES

Each new job title at Wake County is assigned to a Job Family and Sub-Family. Job Families and Sub-Families define disciplines and sub-disciplines of work, not the Organization structure.

| | | | | |
|-----------------------------|--|---------------------------------------|---|---------------------------------------|
| Board of Elections | Environmental Services | Fire and Emergency Management | Forensics and Investigations | Health Services |
| Early Voting | Animal Services | Emergency Response | Crime Scene Analysis | Allied Health |
| Election Administration | Conservation | Fire Services Operations | Forensics and Investigations Management | Case Management |
| Elections | Environmental Health and Safety | Fire Services Training | Identification and Records Services | Clinical Care |
| General Operations | Solid Waste | Inspections | Laboratory Analysis | Dental |
| Staffing | Water Quality | Fiscal and Business Management | General Management | Emergency Medical Response |
| Training | | Accounting | Administrative Support | Emergency Medical Services Operations |
| Communications | Facilities and Fleet Management | Audit | Business Administration | Emergency Medical Training |
| Internal Communications | Building Inspection | Budget Management | Business Analysis | Health Education |
| Multimedia | Engineering | Business Management | County Management | Health Services Administration |
| Public Relations | Facilities Administration | Financial Planning and Analysis | Customer Service | Laboratory Services |
| Economic Development | Facilities Maintenance | Procurement | Human Services Management | Nursing |
| Community Development | Facilities Services | Real Estate | Program and Project Support | Nutrition |
| Workforce Development | Facilities, Design and Construction | Taxation and Collections | Volunteers | Pharmacy |
| | Fleet Services | | | Public Health |
| | Planning | | | Substance |
| | Safety and Security | | | |

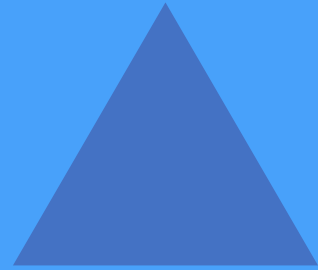
JOB FAMILIES AND SUB-FAMILIES (CONTINUED)

| Human Resources | Information Technology | Law Enforcement | Library | Social Services |
|-------------------------------------|---|--------------------------------|------------------------------|--------------------------------|
| Benefits | Data Management and Analytics | Armory | Library Operations | Child and Family Services |
| Employee Relations | Database Administration and Development | Detention | Parks and Recreation | CQI, Training and Development |
| General Human Resources | End User Support | Emergency Communications | Parks and Recreation | Economic Services |
| Payroll | Enterprise IT Systems | Law Enforcement Investigations | Public Records | General Services |
| Talent Acquisition and Compensation | Geographic Information Systems | Law Enforcement Operations | Deeds and Records Management | Housing Development |
| Training and Development | IT Business Systems | Legal and Compliance | Land Mapping and Development | Housing Services |
| | IT Security | Compliance | | Interpreters |
| | Network Operations | Legal | | Mental and Behavioral Services |
| | Project/Program Management | Risk Management | | Nutrition |
| | Public Safety Systems | | | Senior and Adult Services |
| | Telecommunications | | | Veterans |

KEY TERMS

| Term | Definition |
|-------------------------------|--|
| County or Organization | The highest reporting entity, Wake County Government |
| Department | A major segment of the County, composed of multiple operating units/profit centers with related services. At Wake County, Department includes Information Services, Finance, General Services, Human Resources, Human Services, Environmental Services, etc. |
| Division | A subset of a Department that represents a common set of work processes. For example, Purchasing is a Division within Finance and Training & Development is a Division within Human Resources. |
| Work Group / Unit | A subset of a Division, typically carrying out a specific set of tasks. An example of a Work Group would be Work First or Youth Development in Human Services. An example of a Unit in Law Enforcement would be Investigations. |
| Discipline | A discipline, or professional discipline, represents a common set of skills within a particular topic area. |

CAREER LEVEL GUIDE



CAREER LEVEL GUIDE DIMENSION DEFINITIONS

| COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---|--|--|---|---|
| Nature and scope of influence the level has on its area of responsibility | Degree to which the level needs to identify and devise solutions to problems and the level of autonomy to make decisions | Describes the nature of communication the level is responsible for and the level of influence required | Responsibility for people development, including: supervision, training, coaching, and performance management | Level of expertise required to fulfill level responsibilities as defined by minimum levels of formal education and/or work experience |

CORE SERVICES CAREER STREAM

Individual contributors who perform a broad range of critical programmatic, technical or administrative services that support the day-to-day County operations

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|--|--|--|---|--|
| Level 4 | <p>Works to complete tasks and achieve operational targets that impact the performance of the Work Group.</p> <p>May require leading, delegating, and reviewing the work of other employees.</p> | <p>Responsible for making adjustments or recommending enhancements to systems or processes to solve problems or improve effectiveness of the Work Group.</p> <p>Expected to independently propose solutions to problems for supervisor or manager review.</p> | <p>Communicates within and outside Work Group to obtain or provide information for matters of moderate importance. Explains practices and policies to reach agreement.</p> | <p>May act as a team lead and assistant to the supervisor/manager. May delegate tasks to other team members and be responsible for the review of work product.</p> <p>Does not have formal management responsibilities (e.g., performance management, disciplining, etc.), but may provide input to leadership in Work Group.</p> | <p>Requires advanced knowledge within a specific discipline typically gained through extensive work experience, technical training, and/or advanced education.</p> |
| Level 3 | <p>Works to deliver day-to-day objectives that directly impact the achievement of results for the Work Group.</p> <p>Work consists of tasks that are typically not routine.</p> <p>Works independently under limited supervision, applying discretion when required.</p> | <p>Responsible for recommending adjustments to processes or systems that improve the effectiveness of the Work Group.</p> <p>May be required to apply discretion within broad operational boundaries and procedures.</p> | <p>Communicates within and outside Work Group to obtain information or explain practices and policies.</p> | <p>Responsible for providing, guidance, coaching, and training to lower-level support employees.</p> | <p>Requires broad knowledge of operational systems and practices typically gained through extensive experience, technical training, and/or advanced education.</p> |
| Level 2 | <p>Works to deliver day-to-day objectives that moderately impact the achievement of the Work Group results.</p> <p>Work typically involves regular review by senior employees and/or supervisors.</p> | <p>Responsible for making minor adjustments to work methods to solve problems that are routine and typically exist in current work processes and systems. May be required to highlight areas of concerns/problems and submits or recommends solutions to supervisor in own Work Group.</p> | <p>Communicates within and outside the Work Group to obtain or explain information.</p> | <p>May provide guidance and assistance to new or entry-level employees.</p> | <p>Requires basic job knowledge of systems and procedures obtained through prior work experience or education.</p> |
| Level 1 | <p>Works to deliver day-to-day objectives with some impact on achievement of the Work Group results.</p> <p>Work follows defined standard procedures and consists of tasks that are routine.</p> <p>Work is closely supervised.</p> | <p>Responsible for checking data and information when minor changes may be required based on review.</p> <p>Follows a well-established and familiar set of activities and/or processes to derive a solution.</p> | <p>Communicates within and outside the immediate team to obtain and provide basic information.</p> | <p>N/A – Jobs at this level are focused on self-development.</p> | <p>Requires limited job knowledge of systems and procedures. Follows basic work routines and standards.</p> |

SKILLED TRADES CAREER STREAM

Individual contributors with technical expertise in a trade; use highly specialized skills in trades (e.g., electricians, carpenters, landscaping, etc.) in a "hands-on" environment

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|--|--|---|--|--|
| Level 4 | Works to achieve day-to-day objectives with major impact within the area. Responsible for leading daily operations within an area that has direct impact on Work Group or Department goals. Responsible for training, delegating and reviewing the work of lower level employees. | Problems and issues faced are unclear, and may require understanding of broader set of issues. Problems may span a range of issues or areas. Problems are typically solved through drawing from prior experiences with analysis of the issue. Has responsibility for making minor changes or enhancements in systems and processes to solve problems or improve effectiveness of level area. | Communicates with contacts typically within and outside the department on matters that typically involved obtaining or providing information on matters of significant importance to the organization. Influences others to accept new concepts, practices, and approaches. | May act as a team lead and assistant to the supervisor/manager. May delegate tasks to other team members and be responsible for the review of work product. Does not have formal management responsibilities (e.g., performance management, disciplining, etc.), but may provide input to management in this area. | Requires advanced knowledge within a specific discipline. |
| Level 3 | Works to achieve day-to-day objectives with significant impact within the Work Group. Work consists of tasks that are typically complex. Works independently under limited supervision. Possesses broader understanding of the elements of the operations process. Required to apply discretion within established operational boundaries and procedures. May be responsible for assisting and training lower level employees. | Problems and issues faced are unclear and may require some analysis to understand and resolve. Has responsibility for making minor changes in activities and processes to solve problems or improve effectiveness of area. Expected to independently develop solutions to problems for manager review. | Communicates with contacts typically within and outside the department on matters that typically involve obtaining or providing information on matters of moderate importance to the organization. Explains practices, procedures and policies in order to reach agreement. | Responsible for providing guidance, coaching and training to other employees within Work Group. | Requires broad knowledge of operational systems and practices. |
| Level 2 | Works to achieve day-to-day objectives with direct impact within the Work Group. Fully proficient in the start-up, stop, and operation of processes or equipment. Able to troubleshoot routine problems with equipment. Work consists of tasks that are typically routine with some deviation from standard practice. Works under moderate supervision for routine tasks. May seek advice of more senior employees in the same area. | Problems and issues faced are routine, but solutions are frequently not clearly prescribed. May require interpretation of procedures or policies to resolve problems. Checks and makes minor adjustments to activities to solve problems that are routine and typically exist in current work processes and systems. May be required to highlight areas of concerns/problems and submits solutions to supervisor in own Work Group. | Communicates with contacts typically within the department or unit on matters that typically involve obtaining or providing information requiring some explanation or interpretation in order to reach agreement. | May provide guidance and assistance to new or entry level employees. | Requires operational knowledge of systems and procedures. |
| Level 1 | Works to achieve day-to-day objectives. Demonstrates ability to start, stop, and operate processes or equipment. Responsibilities follow a standard set of procedures. Achieves standardized solutions through tasks that are very routine, or well-defined, with specific instructions. Work is closely supervised. | Problems and issues faced are routine and solutions clearly prescribed. Follows a well-established and familiar set of activities and/or processes to derive a solution. Has responsibility for checking data and information for minor changes. | Communicates with contacts typically within immediate work unit on matters that typically involve obtaining or providing information requiring little explanation or interpretation. | N/A – Jobs at this level are focused on self-development. | Requires basic knowledge of processes and procedures. |

SWORN CAREER STREAM

Individual contributors and leaders that are “sworn”, meaning their duties may require them to carry a firearm, have arrest power, and wear a badge; the majority of time is spent delivering services using the specialized knowledge and skills needed as a result of “sworn” status

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|---|---|---|--|--|
| Level 4 | <p>Leads a shift executing training or investigations or providing patrol or judicial services.</p> <p>Plans and establishes schedule and goals for direct reports. Services impact the successful day-to-day operations of the Sheriff's Office.</p> <p>Does not have budget responsibility.</p> | <p>Responsible for making adjustments or recommended enhancements of processes or systems to solve problems or improve effectiveness of the immediate team.</p> <p>Problems faced are general and task-oriented, typically solved by referencing precedents and policies.</p> | <p>Communicates within the Sheriff's Office to direct reports, other Sergeants, and Sworn officers, mainly on District, area-specific issues or routine matters.</p> <p>Explains policies, practices and procedures.</p> | <p>Supervises a team of sworn and civilian employees.</p> <p>Addresses people management issues or recommendations with higher Sworn management, but does have hiring, firing, promotion, and reward authority for direct reports.</p> | <p>Understands basic management approaches such as work scheduling, prioritizing, coaching, and process execution.</p> <p>Requires law enforcement training and firearms certification.</p> |
| Level 3 | <p>Leads investigations that involve crimes or issues that are complex.</p> <p>Services impact the successful day-to-day operations of the Sheriff's Office.</p> | <p>Responsible for making adjustments or recommending enhancements of processes or systems to solve problems or improve effectiveness of the immediate team.</p> <p>Problems faced are difficult, and typically involve careful analysis and detailed information gathering to solve. Crimes and investigations may be unprecedented.</p> | <p>Communicates within and outside the Sheriff's Office to gather information, discuss issues, share expertise, and communicate priorities.</p> <p>Explains policies, practices, and procedures.</p> | <p>N/A – Jobs at this level do not have formal people management responsibility, but may manage the project work of lower level investigators.</p> | <p>Seen as specialist in investigations. Typically requires work experience or training within specific investigative crimes.</p> <p>Requires law enforcement training and firearms certification.</p> |
| Level 2 | <p>Performs investigative work on straightforward, general investigations.</p> <p>Services impact the successful day-to-day operations of the Sheriff's Office.</p> | <p>Responsible for suggesting adjustments or recommending enhancements to systems and processes.</p> <p>Problems faced are difficult, but typically not complex. Solves problems by referencing past experience, past investigations, and procedures.</p> | <p>Communicates with contacts within and outside the immediate team/shift to obtain or provide information requiring some explanation or interpretation in order to reach a solution.</p> <p>Explains policies, practices and procedures.</p> | <p>N/A – Jobs at this level do not manage people.</p> | <p>Requires basic law enforcement training certification and practical knowledge of investigations obtained through work experience.</p> <p>Requires law enforcement training and firearms certification.</p> |
| Level 1 | <p>Performs general law enforcement work, such as patrolling on a shift, serving warrants and civil papers, investigating crimes and disturbance, transporting prisoners, and providing security.</p> <p>Services impact the successful day-to-day operations of the Sheriff's Office.</p> | <p>Responsible for suggesting adjustments or recommended enhancements to systems and processes.</p> <p>Problems faced are task-oriented, typically solved by referencing precedents and policies.</p> | <p>Communicates with contacts typically within the immediate team/shift to obtain or provide information requiring some explanation or interpretation in order to reach a solution.</p> | <p>N/A – Jobs at this level do not manage people.</p> | <p>Requires basic law enforcement training certification; in-service training and completion of field training within one year of employment is required. Firearms certification must be obtained within one year of employment.</p> |

SWORN CAREER STREAM

Individual contributors and leaders that are “sworn”, meaning their duties may require them to carry a firearm, have arrest power, and wear a badge; the majority of time is spent delivering services using the specialized knowledge and skills needed as a result of “sworn” status

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|---|---|---|---|---|
| Sheriff | Head of Wake County Sheriff's Office. Leads the Sheriff's Office to achieve mission and values. Focus is on long-term strategies (e.g., 4 year plan). | Oversees and advises on the development of end-to-end solutions to address problems that impact the entire Sheriff's Office. Provides guidance to teams of sworn and civilian employees to enact change. | Communicates within and outside of the Sheriff's Office, including citizen groups, state and federal agencies, and the Wake County Board of Commissioners. Negotiates on matters of significant importance to the Sheriff's Office. Represents the “face” of the Office to the public. | Achieves goals through teams of sworn and non-sworn officers and employees. Ensures appropriate selection, organization, and leadership of Departments; coaches and develops senior leaders. Elected by Wake County voters. | Requires exceptional leadership and management knowledge within law enforcement. Requires law enforcement training and firearms certification. |
| Level 7 | Leads a Division of the Sheriff's Office (e.g., patrol, investigation, judicial services, etc.) Develops the short-term strategy for the Division that aligns with the overall vision for the Sheriff's Office and County. Participates in the development of the overall Office strategy. Creates and manages budget for Division. | Responsible for making significant improvements of processes or systems within the Division. May be responsible for one or more special projects within the Sheriff's Office. Problems faced are numerous and undefined, and require detailed information gathering, analysis and investigation to understand the problem, reasoning and interpretation skills, as well as in-depth understanding of multiple Divisions. | Communicates within and outside of Division, and typically has responsibility for communicating with parties external to the Office and County. Influences others regarding the Division's policies and practices. Requires ability to communicate with executive leadership. | Manages the activities and services of Captains and Sergeants. May supervise civilian staff. Has hiring, firing, promotion and reward authority for direct reports. | Requires advanced management and leadership knowledge, typically gained through 5+ years of relevant experience and/or education. Requires law enforcement training and firearms certification. |
| Level 6 | Leads a Unit within a Division. Establishes operational plans for Unit that contribute to the results of the Division. May recommend budget allocations. | Responsible for making moderate to significant improvements of processes or systems to enhance Unit performance. Problems faced are undefined, typically requiring data gathering and analysis to understand and solve. | Communicates within and outside of Unit. Explains policies, practices and procedures of the Department to others within the Sheriff's Office and County. May work to justify and gain cooperation of other parties on practices, policies and procedures. | Manages the activities and services of lower-level sworn and civilian staff. Has hiring, firing, promotion and reward authority for direct reports. | Requires practical knowledge in leading and managing the execution of processes and projects within law enforcement, typically obtained through at least 5 years of relevant experience. Requires law enforcement training and firearms certification. |
| Level 5 | Leads a team focused on training, patrol, investigations, or judicial services. Plans and establishes goals and objectives for the team, with impact on the immediate or short-term operational results of the Division. Provides documentation and information for annual Division budget. | Responsible for making improvements of processes or systems to enhance team performance. Assignments received and problems faced are typically well-defined, requiring the use of past experience and some data collection to solve. | Communicates within and outside of own team, acting as the public's point of contact. Explains policies, practices, and procedures. | Supervises a team of sworn and civilian employees. Ensures proper training, evaluates daily work, and provides guidance. Has hiring, firing, promotion and reward authority for direct reports. | Understands basic management approaches such as work scheduling, prioritizing, coaching and process execution. Requires law enforcement training and firearms certification. |

PROFESSIONAL CAREER STREAM

Individual contributors with responsibility in a professional area; majority of time is spent overseeing the design, implementation or delivery of processes/programs. Uses specialized skills normally acquired through advanced education

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|--|---|--|---|--|
| Level 4 | <p>Plans and manages execution of large projects that span a Division or multiple Work Groups OR works as an independent technical expert within a Medical or Scientific Discipline.</p> <p>Works independently with minimal direction. Viewed as subject matter expert within discipline.</p> <p>Provides measurable input into new processes, standards and/or operational plans that impact Division results.</p> | <p>Responsible for making moderate to significant improvements in processes, systems or standards to enhance performance of the Work Group.</p> <p>Propose new ideas and creative solutions to existing problems and/or work areas.</p> | <p>Works to influence parties within and outside of the Work Group and Division regarding projects and procedures. May have responsibility for communicating with external parties and senior leaders.</p> | <p>Typically responsible for providing guidance, coaching and training to other employees within Division or the Work Group.</p> <p>May manage projects at this level, requiring responsibility for the delegation of work and the review of others' work products.</p> | <p>Requires deep knowledge of discipline typically obtained through advanced education combined with extensive experience. Typically viewed as having a specialty within a discipline. May have broad knowledge of project management.</p> <p>Within Medical or Scientific Disciplines, typically requires a doctoral degree and post-doctoral training.</p> |
| Level 3 | <p>Plans and manages projects that have significant impact on Work Group and Division results OR works as a technical expert within a Medical or Scientific Discipline.</p> <p>Shares insights and analyses that inform new processes, and/or operational plans.</p> | <p>Responsible for making improvements in processes, systems, or standards to enhance performance of the Work Group.</p> | <p>Works to influence parties within and outside of the Work Group and Division regarding projects and procedures.</p> | <p>May be responsible for providing guidance, coaching and training to other employees within the Work Group.</p> | <p>Requires advanced knowledge of the Work Group and Division typically obtained through advanced education combined with experience. May have practical knowledge of project management.</p> <p>Within Medical or Scientific Disciplines, typically requires a doctoral degree.</p> |
| Level 2 | <p>Works independently on projects/assignments that impact Work Group results.</p> <p>Work is generally supervised and involves periodic process checks.</p> | <p>Responsible for making adjustments or recommended enhancements in systems and processes to solve problems or improve effectiveness of the Work Group.</p> | <p>Typically communicates within or outside the Work Group to provide information requiring some explanation or interpretation to reach agreement.</p> | <p>May provide guidance and assistance to entry-level professionals or support staff.</p> | <p>Requires practical knowledge of the Work Group typically obtained through advanced education combined with experience.</p> |
| Level 1 | <p>Works on small, routine projects or task-related activities that have some impact on the overall Work Group.</p> <p>Work is closely supervised.</p> | <p>Responsible for making minor changes in systems and processes to solve problems.</p> <p>Identifies, defines and addresses problems that are routine. Problems are typically within the immediate Work Group.</p> | <p>Communicates within or outside the Work Group to provide information about policies, procedures, or analyses.</p> | <p>N/A – Jobs at this level are focused on self-development.</p> | <p>Requires basic, theoretical understanding of professional principles and skills, typically obtained through advanced education.</p> |

MANAGEMENT CAREER STREAM

People leaders (managers and supervisors); majority of time is spent overseeing their area of responsibility, planning, prioritizing and/or directing the responsibilities of employees

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|--|--|--|---|--|
| Level 5 | Directs multiple Divisions within a Department and/or manages a complex business oversight program with significant County-wide impact. Creates strategies for Divisions and has significant influence on overall Department budget. | Responsible for identifying and directing implementation of changes to processes, systems, or standards to enhance improvement of Department(s). | Communicates within and outside the Department(s). Has significant influence with regard to the County or Department's practices and approaches. | Achieves goals through Division heads and/or Directors in areas of responsibility. Serves as an extension of the Department Head by holding other teams accountable for delivery. Creates staffing plans for Department. Has hiring, firing, promotion, and reward authority for direct reports. | Requires advanced management and leadership knowledge to oversee diverse programs. Has master-level knowledge and skills within a specific technical or professional discipline with strong understanding of other areas within Department or across the County. |
| Level 4 | Directs a Division. Creates the short-term strategy for the Division or Function and creates operational plans for Division that align with Department plan. Actions have direct impact on results of the Department. Responsible for Budget planning and justification. | Responsible for making significant improvements of processes, systems or standards to enhance performance of Division. Oversees employees who pioneer unique ideas or generate new, viable solutions to make improvements or respond to issues. | Communicates within and outside the Division(s). Influences others regarding the area of responsibility's practices and approaches. | Achieves goals through teams of managers. May be responsible for creating workforce and staffing plans for job area to ensure availability of employees and resources. Has hiring, firing, promotion and reward authority for direct reports. | Requires broad management and leadership knowledge to lead multiple Work Groups. Typically has master-level knowledge and skills within a specific technical or professional discipline with broad understanding of other areas within the job function. |
| Level 3 | Leads Work Groups through other supervisors, managers, and/or professionals. Creates and manages the execution of operational plans for a Work Group that support the achievement of the Division strategy. Typically contributes to overall Division budget planning. | Responsible for making moderate to significant improvements of processes, systems or standards to enhance performance of Division. Introduces new ideas and creative solutions to stimulate discussion and thinking in both internal and external situations. | Communicates within and outside the Work Group and may communicate with other parties within the Division or externally. Influences others regarding the area of responsibility's practices and approaches. | Achieves goals through managing a team comprised of managers and/or professionals. Has hiring, firing, promotion and reward authority for direct reports. | Requires broad management knowledge to lead project teams in one Work Group. Typically has master-level knowledge and skills within a specific technical or professional discipline with broad understanding of other areas within the job function. |
| Level 2 | Fully accountable for implementing operational plans for a Work Group with measurable contribution on Division results. May have budget accountability. | Responsible for making moderate improvements of processes, systems or standards to enhance performance of the Work Group. Supports and utilizes the innovations of others to improve on solutions, approaches and technologies. | Communicates within and outside the Work Group, and may communicate with other parties within the Division. Sometimes requires ability to influence others outside of own job area on policies, practices and procedures. | Manages professionals. Leads, directs and reviews the work of team members in order to accomplish operational plans and results. Has hiring, firing, promotion, performance and reward authority for direct reports. | Requires practical knowledge in leading and managing the execution of processes, projects and tactics within one job area. Typically has advanced knowledge and skills within a specific technical or professional discipline with understanding of the impact of work on other areas of the organization. |
| Level 1 | Plans and establishes operational objectives for a team of support employees within a Work Group. Typically does not have budget accountability, but may manage day-to-day elements of the budget (e.g., overtime for staff). | Responsible for making basic improvements to processes, systems or standards to enhance performance of the Work Group or team. | Communicates within and outside the Work Group. Explains policies, practices, and procedures and may justify and gain cooperation of other parties. | Supervises support roles. Leads, directs and reviews the work of team members in order to accomplish operational plans and results. Has hiring, firing, promotion, performance and rewards decisions for direct reports. | Understands basic management approaches such as work scheduling, prioritizing, coaching and process execution. Typically requires advanced knowledge of job area typically obtained through advanced experience. |

SENIOR LEADERSHIP CAREER STREAM

Typically top executives and department heads; provide strategic vision and direction across multiple departments or divisions. Goal achievement is through direct and indirect reports' performance

| | COUNTY IMPACT | INNOVATION & COMPLEXITY | COMMUNICATION & INFLUENCE | LEADERSHIP | KNOWLEDGE & EXPERIENCE |
|---------|--|---|--|---|--|
| Level 3 | <p>Leads senior level executives who oversee multiple Departments.</p> <p>Directly responsible for operational results of the Departments within area of responsibility, with shared responsibility for the County's overall goals.</p> <p>Creates overall strategy, ensuring coordination of resources and time, for Departments within area of responsibility. Contributes significantly to overall County strategy.</p> | <p>Responsible for making changes to an entire process or system that impacts the entire County.</p> <p>Commits resources to pursue innovative solutions and champions innovative projects.</p> | <p>Communicates with parties within and outside of own job function and has responsibility for communicating with parties internal and external to the organization, which may include elected officials, leadership peers, customers or vendors.</p> <p>Frequently negotiates and compromises to influence internal and external parties who may have conflicting objectives to accept concepts, practices and approaches. Represents County goals and vision in partnership with the County Manager in interactions with the Board of Commissioners.</p> | <p>Achieves results through multiple teams led by senior leaders over multiple Departments.</p> <p>Ensures appropriate selection, organization, and leadership of Departments and County Chiefs; coaches and develops senior leaders.</p> | <p>Requires exceptional organizational knowledge, general management, and leadership capability.</p> <p>Typically has substantive knowledge across multiple disciplines. May have subject matter expertise that extends beyond the organization.</p> |
| Level 2 | <p>Leads executives who oversee multiple Departments.</p> <p>Establishes short and long-term strategies for the Departments that directly impact County goals.</p> <p>May contribute to or influence the County strategy.</p> | <p>Responsible for improving upon parts of an entire process or system, leveraging personal past experiences and in-depth understanding of best practices in the marketplace that may improve County programs.</p> <p>Commits resources to pursue innovative solutions and champions innovative projects.</p> | <p>Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization, which may include elected officials, leadership peers, customers or vendors.</p> <p>Typically negotiates and compromises to influence internal and external parties to accept concepts, practices and approaches of multiple Departments.</p> | <p>Achieves results through multiple teams led by Department leaders.</p> <p>Ensures appropriate selection, organization, and leadership of Department; coaches and develops Department leaders.</p> | <p>Requires advanced knowledge and leadership management capability. Requires technical and operational expertise to define and/or oversee Departments.</p> |
| Level 1 | <p>Head of a Department.</p> <p>Creates overall operational plans for Department. Results impact overall County goals.</p> | <p>Responsible for improving upon parts of an entire process or system, leveraging personal past experiences as well as extensive information gathering.</p> <p>Commits resources to pursue innovative solutions and champions innovative projects.</p> | <p>Communicates with parties within and outside of own job function, and typically has responsibilities for communicating with parties external to the organization, which may include elected officials, leadership peers, customers or vendors.</p> <p>May negotiate and compromise to influence internal and external parties to accept concepts, practices and approaches of the Department.</p> | <p>Achieves results through multiple teams of Division.</p> <p>Ensures appropriate selection, organization, and leadership of Division/Function; coaches and develops Division leaders.</p> | <p>Requires advanced general management and leadership capability to lead Division teams. Typically has broader practical experience across multiple disciplines within the County.</p> |

ELECTED/APPOINTED (EA) ROLES

Certain roles within the County are elected or appointed by or in consultation with an independent Board, Commission or other external authority. Salaries and annual pay increases are either negotiated with the Board/Commission or determined by the County Manager. Because compensation is determined differently for these roles, their levels are not considered to be part of the career level guide or salary structures being developed by Mercer for the Project.



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