

Date: September 19, 2008

Code: TECHNICAL LETTER  
HR/PCOS 2008-03

To: Human Resources Directors

Response Due By: October 22, 2008

From: Evelyn Nazario   
Senior Director, Compensation  
Human Resources Administration

Subject: Draft Reprographics Specialist Classification Standard – Campus Review

Overview

**Audience:** Human Resources Directors, Classification/Compensation Managers, and campus management responsible for the reprographics area

**Action Item:** Review draft classification standard and provide feedback by October 22, 2008

**Affected Employee Group(s)/Unit(s):** Employees engaged in reprographics work in Unit 7 and employees performing this work in "in-lieu of" classifications

Summary

This Technical Letter provides background on the Reprographics Specialist classification study and requests campus management input on the draft classification standard.

Study Background: Significant changes in reprographics and print shop operations prompted both management and CSUEU to request a study of the following classifications:

- Reproduction Processes Assistant
- Reproduction Processes Supervisor
- Duplicating Machine Operator I and II (Direct Impression and Offset)
- Duplicating Machine Supervisor

The proposed Reprographics Specialist classification is based on the results of an internal campus needs assessment survey and external research, as well as review by campus experts in the reprographics area and human resource representatives. The Reprographics Specialist would replace the above mentioned classifications. Because of the wide variances in current campus operations, the growth of digital printing and diversity of positions needed, a broad classification was developed to best meet campus needs. The proposed broad classification has four skill levels and provides the flexibility for campuses to create positions to meet their unique operational needs. An individual position can be any combination of the work defined in the core functions and the position skill level is determined based on the complexity and scope of the assigned work. Responsibility for lead work direction is incorporated into the position skill levels.

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**Distribution:**

CSU Presidents  
Interim Vice Chancellor, Human Resources  
Vice Presidents, Administration  
HR Professionals

**Campus Review:** The draft Reprographics Specialist classification standard is attached. Your review and feedback is critical to the development of the final classification standard and assists us in ensuring that the new classification standard meets campuses' operational needs. As you review the attached draft, please consider the following<sup>1</sup>:

- *Does the proposed broad classification with four skill levels provide an umbrella under which you can equitably classify your campus print shop positions?*
- *Does the proposed standard adequately cover the breadth of work performed by incumbents today and potentially in the next five years?*
- *Are the skill levels properly defined? Are the distinctions between the skill levels clear?*
- *Are any critical core functions or work descriptions missing? If yes, please provide them.*
- *Are any critical knowledge, skills and abilities missing at any skill level? If yes, please provide them.*
- *Is the language in the classification standard flexible enough to accommodate ongoing changes in the industry and the differences in campus operations systemwide?*

**Sending in Feedback:** Thank you in advance for your time and effort in reviewing the draft classification standard. We look forward to hearing from you by Wednesday, October 22, 2008. We request that campus human resources coordinate their response with the appropriate campus management and submit consolidated feedback. Please provide written comments to Larry Fisher via e-mail to [lfisher@calstate.edu](mailto:lfisher@calstate.edu)

**Next Steps:** Campus feedback will be reviewed and revisions will be made, as appropriate, after reviewing with the subject expert team. After the draft classification standard is finalized, CSU will submit a Unit Modification Petition to the Public Employment Relations Board (PERB), requesting placement of this classification in Unit 7. Once PERB assigns the proposed classification to a bargaining unit, impact bargaining (e.g., salary range and employee conversion) will begin with the appropriate bargaining representatives.

If you have questions regarding this technical letter, please contact Larry Fisher in Human Resources Administration at (562) 951-4416.

EN/lf

Attachment

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<sup>1</sup> Questions regarding salary ranges and impact to employees are subject to collective bargaining and will be addressed after the classification standard is finalized.

## Reprographics Specialist

### *Draft Classification Standard*

#### **Classification Overview**

The Reprographics Specialist is a broad classification with four position skill levels designed to cover positions that perform the full range of reprographics functions, high speed copying, digital printing, offset printing, bindery and related services. Reprographics creates a wide range of print material and media including but not limited to campus stationery, brochures, newsletters, banners, posters, magnets, signage, fabric printing and CD and DVD reproduction. Incumbents receive master material from hard copy, digital or electronic media or on-line ordering programs; perform pre-press work; and prepare and operate offset presses, digital presses and high-speed copiers. In addition, incumbents proof materials and perform final finishing work such as binding, cutting and folding. Descriptions of the key functional areas encompassed within this broad classification are provided under **Core Functions**.

Four progressive position skill levels are defined within the classification based on the increasing scope, complexity and specialization within the reprographics area. Lead work responsibilities are incorporated into the position skill levels, as described below. The following descriptions provide a brief overview of each skill level; full descriptions of skill levels and the typical knowledge and skills required are provided under the section **Position Skill Levels**.

- ◆ **Position Skill Level I** – Incumbents at this level work under immediate supervision performing clearly defined tasks and the least complex reprographics functions. Work requires a basic working knowledge of reprographics operations and basic computer skills.
- ◆ **Position Skill Level II** – Incumbents at this level work under general supervision to perform complex technical duties, typically in more than one core function. Work requires higher level skills and a broader or more specialized knowledge base of reprographics, as well as general knowledge of and the ability to operate the digital and computer equipment and systems used in printing and copying. Incumbents may be responsible for providing lead work direction to student assistants.
- ◆ **Position Skill Level III** – Incumbents at this level work under general supervision and perform the most complex, technical and/or specialized work requiring extensive reprographics experience and advanced knowledge and expertise. Work requires a broad and specialized knowledge base within reprographics, printing and copying. A thorough knowledge of computer and digital systems and equipment used in printing and copying is required. Incumbents may be responsible for coordinating the work within a specific functional area within the print shop, including providing lead work direction to other print shop staff and student assistants.
- ◆ **Position Skill Level IV** – Incumbents at this level work under general direction and typically are responsible for overseeing the daily operations of a large segment of or the entire print shop, which involves directly or indirectly providing lead work direction to other print shop staff and student assistants. Additionally, incumbents are often involved in supporting the shop's administrative functions, including budget activities. Incumbents have comprehensive knowledge and technical expertise and are able to perform the most complex functions within reprographics. They also must possess advanced computer and organizational skills.

#### **Core Functions**

Reprographics encompasses a wide range of functions and equipment to produce print and other media. The work of a Reprographics Specialist typically is focused in one or more of the following core functions. Descriptions of work functions included below are **not** meant to be all-inclusive or restrictive or to indicate a specific skill level within the classification; rather, they are examples that illustrate the variety of work activities that often fall under each core function to assist in the classification process.

- ◆ **Pre-press/Pre-flight** – Prepare materials for production including graphics manipulation, limited graphic design work, desktop publishing and imposing files.
- ◆ **High Speed Copying (Color and Black and White)** – Perform high speed duplication work including basic variable data. Work involves receiving master material from hard copies or electronic media, basic manipulation of color, preparing and setting up files and equipment for copying and finishing, reviewing all proofs and final product samples produced before releasing to customers or performing finishing work. Conduct regular and special maintenance on equipment to ensure optimal machine performance based on equipment specifications and manufacturer's recommended schedules. Initiate maintenance and service calls and record in maintenance log book, as required.
- ◆ **Digital Press Operations** – Perform high-quality digital printing work including advanced variable data. Work involves receiving master material electronically, digitally manipulating color values, preparing and setting up files and equipment for printing and finishing, reviewing all proofs and final product samples produced before releasing to customers or performing finishing work. Conduct regular and special maintenance on equipment to ensure optimal machine performance based on equipment specifications and manufacturer's recommended schedules. Initiate maintenance and service calls and record in maintenance log book, as required.
- ◆ **Offset Press Operations** – Perform offset printing from single- to multi- color work. Work involves receiving hard copies or electronic files and processing using computer-generated output systems. Set-up and operate one, and/or multi-color presses, mixing inks and monitoring density and registration; and performing finishing work. Conduct regular and special maintenance on equipment to ensure optimal machine performance based on equipment specifications and manufacturer's recommended schedules. Initiate maintenance and service calls and record in maintenance log book, as required.
- ◆ **Bindery Operations** – Set up assigned machines to specifications for binding, monitor machines during the run to ensure adherence to specifications, unload, stack and prepare for shipping and delivery. In addition, perform hand bindery operations as the job requires. Maintain and troubleshoot equipment. Initiate maintenance and service calls and record in maintenance log book, as required.
- ◆ **Other Administrative Functions** - In addition to print duties, incumbents may perform reprographics related administrative functions such as serving as the shop coordinator; assisting customers with production orders; performing customer service functions including estimating, scheduling and tracking jobs; maintaining department budget and billing records; maintaining inventories and coordinating supplies and materials; coordinating shipping and delivery of finished products; ensuring safety and quality control; overseeing equipment maintenance; and scheduling student workers.

## Position Skill Levels

Four position skill levels are defined within this classification. Factors used to determine position skill level include the scope, complexity, and specialization of work performed, including scope of lead responsibilities and accountability for work results of self and others; breadth and depth of reprographics knowledge required; breadth and depth of problem solving and organizational skills; and overall communication skills requirements.

A position is placed at the skill level where the majority of and/or most critical position responsibilities and skill requirements fall in relation to one of the four position skill levels defined below. Management assigns position responsibilities and determines position skill requirements. Progression within the classification depends first on the need for a position at a higher skill level, second on the nature of duties and requirements of the position, and third, on an employee's demonstrated and applied knowledge, skills and abilities. Progression from a lower to a higher skill level is referred to as an ***in-classification progression***.

It is important to note that position skill level definitions do not delineate entry requirements for each skill level, but are composites of the typical range of skills that may be found at that skill level; they are not all inclusive. Additionally, it is not expected that an incumbent would necessarily possess all of the skill requirements noted; individual position requirements may vary based on the specific nature of work assignments. Qualifications are defined above for entry to Position Skill Level I. ***Entry to higher skill levels within the classification assumes the ability to perform proficiently at the previous skill level.***

### **Position Skill Level I**

***Typical nature of work assignments:***

Incumbents at this level work under immediate supervision performing clearly defined tasks and the least complex reprographics functions. Work requires a basic working knowledge of reprographics operations and basic computer skills.

***Entry Qualifications: Entry to this classification at Position Skill I typically requires the following knowledge, skills and abilities:***

- ◆ Basic working knowledge of reprographics operations and functions.
- ◆ Ability to use and/or quickly learn basic computerized systems and equipment typically used in reprographics operations.
- ◆ Ability to operate standard, less complex equipment, such as but not limited to high speed copiers, single and 2-color presses, paper/flat cutter, folder, shrink wrapper, collator, booklet maker, drill, comb binding, puncher, tabber, inserter and addresser and a variety of small precision measuring devices.
- ◆ Ability to perform basic maintenance on standard equipment. Troubleshoot equipment problems and refer more complex problems to higher-level reprographics staff.
- ◆ Familiarity with paper stock and other materials used in printing.
- ◆ Ability to read and write at a level appropriate for the position, including the ability to follow oral and written instructions.
- ◆ Ability to perform arithmetic computations.
- ◆ Ability to follow and comply with all safety and work rule regulations.
- ◆ Ability to work within a diverse environment and be service oriented in working with customers which include staff, faculty and students and to establish and maintain effective working relationships within and outside of the print shop.

These entry qualifications would normally be obtained through completion of a high school education or equivalent certification plus one year of related experience or an equivalent combination of experience and education.

### **Position Skill Level II**

***Typical nature of work assignments:***

Incumbents at this level work more independently under general supervision to perform complex technical duties typically in more than one core function. Work requires higher level skills and a broader or more specialized knowledge base of reprographics, as well as working knowledge of and the ability to operate the digital and computer equipment and systems used in printing and copying. Incumbents may be responsible for providing lead work direction to student assistants.

***In addition to the knowledge, skills and abilities identified for Position Skill Level I, work at this skill level typically requires the following range of knowledge, skills and abilities. Incumbents are not necessarily expected to possess all of the knowledge, skills and abilities outlined below, but should possess those applicable to their position.***

- ◆ Working knowledge of and the ability to use standard PC and Macintosh platforms, their operating systems and applicable software.
- ◆ Demonstrated understanding of and ability to operate a wide range of reprographics equipment and systems, including but not limited to the ability to operate pre-press equipment, high speed copiers (black & white and color), offset presses up to two-color, and bindery equipment. Ability to learn new equipment and processes quickly, as well as troubleshoot applicable equipment. Requires basic knowledge of lithography and reprographics systems and operations.
- ◆ Ability to produce basic variable data on high speed copiers.
- ◆ Working knowledge of desktop publishing and graphic software and the ability to manipulate and translate media, as well as process and enhance electronic files through pre-press software. Working knowledge of campus graphics standards and procedures.
- ◆ Working knowledge of mixing and matching ink, manipulating color values and ensuring even density on the sheet and consistent color throughout the job using applicable equipment.
- ◆ Ability to manipulate and set up files and equipment in the production of a wide range of specialized material and media such as but not limited to CD, DVD, Posters, Banners, Magnet, Signs, and fabric printing.
- ◆ Work may require working knowledge of applicable US Postal Service requirements and processes related to standard and automated mailing processes and other shipping and receiving methods.
- ◆ Demonstrated ability to adjust and adapt to a changing work environment and requirements including the ability to quickly learn to operate applicable new equipment and to obtain certifications when applicable.
- ◆ Strong communication and customer service skills.
- ◆ If assigned, ability to provide lead work direction to student assistants.

<b>Position Skill Level III</b>
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***Typical nature of work assignments:***

Incumbents at this level work under general direction and typically are responsible for overseeing the daily operations of a large segment of or the entire print shop, which involves directly or indirectly providing lead work direction to other print shop staff and student assistants. Additionally, incumbents often are involved in supporting the shop's administrative functions, including budget activities. Incumbents have comprehensive knowledge and technical expertise and are able to perform the most complex functions within reprographics. They also must possess advanced computer and organizational skills.

***In addition to the knowledge, skills and abilities identified for Position Skill Level II, work at this skill level typically requires the following range of knowledge, skills and abilities. Incumbents are not necessarily expected to possess all of the knowledge, skills and abilities outlined below, but should possess those applicable to their position.***

- ◆ Possess specialized skills as well as a broad knowledge of reprographics operations, processes and systems.
- ◆ Proficiency in applicable PC and Macintosh platforms, their operating systems and applicable software packages.
- ◆ Thorough knowledge of the operation, adjustment and routine maintenance of mechanical, digital and computerized equipment and systems.
- ◆ Working knowledge of desktop publishing and graphic software and the ability to manipulate and translate media, as well as process electronic files using pre-press software. Thorough knowledge of campus graphics standards and procedures.
- ◆ Requires a thorough knowledge of lithography and reprographics systems and operations.
- ◆ Ability to set up and operate high speed copiers (black & white and color), digital presses and/or multi-color offset presses to produce high quality work.

- ◆ Thorough knowledge of mixing and matching ink, manipulating color values and ensuring even density on the sheet and consistent color throughout the job using applicable equipment.
- ◆ Thorough knowledge of applicable US Postal Service requirements and processes related to standard and automated mailing processes and other shipping and receiving methods.
- ◆ Strong communication and customer service skills including the ability to advise customers on print needs and effectively work with designers to find creative solutions to provide products that satisfy requirements established by the customer and designer. Satisfactorily resolve customer complaints.
- ◆ Effective organizational skills to coordinate work within a specified area within reprographics and to provide lead work direction to other staff and students. Ability to effectively manage multiple priorities in a fast-paced and changing environment.
- ◆ Working knowledge of lead work direction including assisting in employee selection and hiring, training employees in work procedures, prioritizing and assigning work and organizing work flow, reviewing work and providing input to performance evaluations, and promoting team work. Working knowledge of campus human resource practices and payroll procedures.
- ◆ Working knowledge of department administrative procedures including job estimating, pricing and billing, reprographics budget procedures and related administrative functions.

#### **Position Skill Level IV**

***Typical nature of work assignments:***

Incumbents at this level typically are responsible for overseeing the daily operations of a large segment of or the entire print shop, which involves directly or indirectly providing lead work guidance to other print shop staff and students. Additionally, incumbents are often involved in supporting the shop's administrative functions, including budget activities. Incumbents are able to perform the most complex functions within reprographics and possess advanced technical knowledge and expertise. They must also possess advanced computer and organizational skills.

***In addition to the knowledge, skills and abilities identified for Position Skill Level III, work at this skill level typically requires the following range of knowledge, skills and abilities. Incumbents are not necessarily expected to possess all of the knowledge, skills and abilities outlined below, but should possess those applicable to their position.***

- ◆ Possess specialized skills as well as an advanced knowledge of reprographics operations, processes and systems.
- ◆ Fluency in all applicable PC and Macintosh platforms, their operating systems and applicable software packages.
- ◆ Advanced knowledge of the operation, adjustment and routine maintenance of mechanical, digital and computerized equipment and systems.
- ◆ Thorough knowledge of desktop publishing and graphic software and the ability to manipulate and translate media, as well as process electronic files using pre-press software. Complete knowledge of campus graphics standards and procedures.
- ◆ Advanced communication, problem-solving, and customer service skills including the ability to advise customers on print needs and effectively work with designers to find creative solutions to provide products that satisfy requirements established by the customer and designer.
- ◆ Advanced organizational and problem-solving skills to coordinate work production including determining priorities and allocating jobs. Thorough knowledge of workflow including the ability to set job scheduling and meet customer deadlines. Ability to effectively manage multiple priorities in a fast-paced and changing environment.
- ◆ Thorough knowledge of lead work direction including assisting in employee selection and hiring, training employees in work procedures, prioritizing and assigning work and organizing work flow, reviewing work and providing input to performance evaluations, and promoting team work. Thorough knowledge of campus human resource practices and payroll procedures.
- ◆ Thorough knowledge of department administrative procedures including job estimating, pricing and billing, reprographics budget procedures and related administrative functions. Demonstrated ability to work within reprographics budgetary constraints.