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Date: August 1, 1997
To: Human Resources Directors
From: Cathy Robinson
Senior Director
Human Resources Administration

Subject: PROPOSED ADMINISTRATIVE SPECIALIST CLASSIFICATION

As you are aware, Human Resources is currently redesigning the CSEA clerical(secretarial and the Administrative Operations Analyst (AOA) classification standards. The Administration Support Series will replace the various clerical(secretarial classification standards and we are finalizing work on that new series now. The proposed Administrative Specialist Classification is designed to replace the existing AOA classification standards.

This memorandum includes the following:

- Brief discussion of AOA revision and revision objectives
- Highlights of Administrative Support Series
- Overview of Administrative Specialist Classification
- Proposed Administrative Specialist Classification (attachment)

Our redesign of the AOA classification series focused on the following three objectives:

1. We wanted to accurately describe the work being performed. We found a multitude of variations for Administrative Specialist positions across campuses. Some positions focus on one program area, others focus on performance of an administrative specialty (such as budget or facilities administration) in support of an organizational unit, while others perform a combination of these duties.

2. We wanted to ensure meaningful distinctions between the Administrative Support series and the Administrative Specialist classification and between levels within each classification. There are many position variations within the Administrative Specialist family; therefore, it is beneficial to define broader levels that allow for campus flexibility and position growth.

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3. Finally, we wanted to ensure that the redesign was consistent with systemwide classification and compensation goals that focus on broader, functionally-based classifications that enhance employee opportunity.

To help us develop the proposed standard to replace the AOA series, we reviewed position descriptions and input from six campuses (four of those campuses participated in the Administrative Support Series field test). During the field test for the Administrative Support Series, we identified numerous positions that perform non-exempt administrative and analytical work that do not fit into the proposed Administrative Support Series. The primary focus of these identified positions was performing general administrative duties (such as budget and personnel administration); these positions clearly are not coordinating the clerical support operations of an organizational unit which is the focus of the Administrative Support series.

Overviews of both the proposed Administrative Support Series and the Administrative Specialist Classification are discussed below. For reference, we have noted existing classifications that are comparable to the proposed classifications.

**Proposed Administrative Support Series**

This series has two classifications each with two position skill levels. The series covers positions performing or coordinating clerical, secretarial and administrative support work related to the daily operations of the work unit.

- **Administrative Support Assistant I and II**
  Covers the full range of clerical and secretarial related work. (Existing classifications: Clerical Assistant I, II, and III, Department Secretary I, and Secretary).

- **Administrative Support Coordinator I and II**
  Covers the performance and coordination of general office and administrative support work. Administrative support work is of an operational and procedural nature often related to the office support function or daily operations of the office. (Existing classifications: Clerical Assistant IV, Senior Secretary, Department Secretary II and III, Administrative Secretary, Executive Secretary, and Administrative Operations Analyst I).

**Proposed Administrative Specialist Classification**

This series has one broad classification with two position skill levels. It covers positions directly administering the programs of an organizational unit or performing general or specialized duties supporting the overall administration of the unit. Work is strictly administrative and analytical in nature focusing on policies and programs, or an administrative specialty. Examples of administrative specialties and generalized duties are included under the Core Functions section of the standard. Employees in these positions tend to be individual contributors, but may oversee day-to-day operations including lead work direction.
• **Administrative Specialist - Non Exempt**
  Covers positions for individual contributors performing non-exempt administrative and analytical work in support of a program or office. Positions at this level are somewhat comparable to the Administrative Support Coordinator II, but the focus of the work is not on coordinating clerical operations, but rather on supporting the overall program through performance of duties in one or more administrative specialties or through operational analysis. (Existing classifications: Administrative Operations Analyst I and part of II).

• **Administrative Specialist - Exempt**
  Covers those positions providing higher level, exempt work in one or more administrative specialties in support of an organizational unit or directly administering or providing leadership of one or more programs. (Existing classifications: Administrative Operations Analyst II and III, plus additional room for growth).

Although the pay ranges have yet to be negotiated, it is our bargaining objective that the pay ranges for the proposed Administrative Support and Administrative Specialist classifications will encompass those of the existing classifications. Each position skill level will have its own defined minimum and maximum rates to provide salary controls. Pay range overlaps will exist because of the compression of existing ranges. When this occurs, we will ensure that it is justified based on market data and the nature of work.

We would appreciate your review and comments on the proposed standard by MONDAY, AUGUST 18, 1997. Thank you. Once we have your feedback, we will be finalizing the standard and presenting both the Administrative Support and Administrative Specialist classification standards to executive management for approval.

We look forward to hearing from you. If you have any questions, please contact Ron Hull (562/985-2653) or Pamela Chapin (562/985-2652) in Human Resources Administration.

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PROPOSED ADMINISTRATIVE SPECIALIST CLASSIFICATION

OVERVIEW:
The administrative specialist classification is one broad classification with two position skill levels. The classification is designed for positions covering a wide range of general and/or specialized administrative responsibilities in support of a program and/or organizational unit. The work is administrative and analytical in nature with duties covering operational, policy and program research, analysis, reporting, and evaluation for the effective development and administration of programs or improvements to operational policies and procedures. Incumbents may also provide program administration or leadership which may include overseeing day-to-day operations and providing lead work direction to others.

➢ Administrative Specialist Non-Exempt - Positions at this level range from those with minimal experience through proficiency. The work performed is non-exempt administrative, technical and analytical duties, typically focusing on procedures and operations relating to a specific program or smaller organizational unit. Duties may be specialized or general in nature with scope and impact usually limited to the immediate organizational unit. Incumbents in positions at this level serve primarily as individual contributors, but may provide lead work direction.

➢ Administrative Specialist Exempt - Positions at this level range from proficiency through the senior specialist. Assignments are exempt involving appreciable originality and latitude for decision making. Incumbents may serve as program administrators and typically perform the full range of work related to program and policy research, analysis, development, and evaluation or operational analysis related to an administrative specialty. Program and policy areas have a broader scope and impact and often involve working with outside agencies. In more senior positions, the incumbent may provide program leadership of a strategic nature. Program administration or leadership may include overseeing day-to-day operations and providing lead work direction.

DISTINGUISHING FEATURES:
Positions in this classification have primary responsibility for program administration and/or performing general or specialized administrative duties in support of an organizational unit. They are distinguished by the administrative, analytical and developmental nature of the work which requires a more extensive and thorough knowledge of internal policies and procedures, and often requires a professional foundation in applicable administrative theories, practices and procedures or in a particular administrative or program specialty. Incumbents are often individual contributors, though the full scope of their duties may include providing lead work direction to others in the organizational unit.

Unlike the administrative support series, positions in this classification are not primarily responsible for supporting or coordinating the clerical operations or support function for an organizational unit. In contrast, they are directly responsible for program administration or performing specialized or general duties related to the overall administrative operations of an

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organizational unit. Unlike positions in the management personnel program, positions in this classification are not assigned the full scope of program management responsibilities and do not have the associated authority.

**CORE FUNCTIONS:**
A position in the administrative specialist classification may be focused in one program area and/or administrative specialty or may include more general duties crossing several programs or administrative specialties. Program areas and administrative specialties may include, but are not limited to the following core functional areas.

- **Academic Programs & Affairs** - Includes performance of a variety of administrative functions related to academic programs supporting faculty, students, parents and alumni such as faculty personnel processes, curriculum development, enrollment or membership tracking and projections, coordinating college committees, catalogue and related publications production, and event planning.

- **Program Administration** - Program areas cover the full range of academic and administrative functions. Administrative duties include, but are not limited to: program and policy research, analysis, development, reporting and evaluation; determining methods, policies and procedures to achieve programmatic goals; leading related committees; ensuring compliance with applicable regulations or requirements governing the program; serving as liaison to outside agencies or entities related to the program.

- **Administrative Specialties** - Includes, but are not limited to the following specialties: budget analysis, financial planning, and fund management; staff and faculty personnel accounting and administration; systems and database development and administration; office automation planning and coordination; facilities planning and administration; contract administration; event planning and coordination; publications coordination.

- **General Administrative Functions** - Includes such functions as the analysis, design, implementation and evaluation of various administrative systems to support organizational unit operations; advising management on policy and procedures related to personnel, budgets and related operating functions to meet programmatic goals; acting as an internal and external resource on policy and procedure matters; coordinating projects involving the management of external parties.

**ENTRY QUALIFICATIONS:**
Entry to this classification requires a general knowledge and skills in the applicable administrative and/or program field with a foundation knowledge of public administration principles, practices and methods. This foundation would normally be obtained through a bachelor's degree or equivalent training and experience plus some administrative work experience involving the study, analysis, and/or evaluation of leading to the development or improvement of administrative policies, procedures, practices or programs.

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POSITION SKILL LEVELS:
Two position skill levels are defined within the classification. Progression from the first to the second level is a skill level promotion referred to as an in-classification progression. The factors used to determine position skill level include: complexity, scope and diversity of work; level, type and scope of knowledge required to perform work; autonomy exercised and level of supervision received; judgment and discretion exercised in performing work; problem solving and future thinking skills required by the work; level of creativity and ingenuity required by the work; position accountability for work results; level and diversity of contacts and interactive capabilities required.

A position is placed at a skill level based on where the majority of and/or most critical position responsibilities and skill requirements fall in relation to the position skill level definitions. Position responsibilities and their associated skill requirements are defined by management. It is important to note that the position skill level definitions do not delineate entry requirements at each level, but are composites of the typical position at each level. Entry qualifications are defined for entry to the first position skill level. Further progression within the classification depends first, on the need for a position at that skill level, second, on the duties and requirements of the position, and third, on an employee’s demonstrated and applied skills and abilities.
## ADMINISTRATIVE SPECIALIST - NON-EXEMPT

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<tr>
<th>Typical nature of work assignments at this position level:</th>
<th>Typical knowledge and skill requirements at this position level:</th>
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<td>Under general supervision, performs a variety of administrative, technical and analytical duties of a non-exempt nature related to the applicable program and/or organizational unit. Initially, these duties relate more to operating policies and procedures. As proficiency is gained, work is more program and policy related and may involve altering program and/or administrative policies and procedures. - Regularly involves using independent judgment and discretion to make decisions. - Requires interpreting and applying a wide range of policies and procedures related to the program area or administrative specialties. - Involves solving a wide range of administrative problems related to day-to-day office and program operations. Initially, precedents are relied on to determine appropriate solutions. As proficiency is gained, problems involve more analysis and the use of reasoning and logic to establish causes, interpret and apply theories and principles for the development of alternatives and recommendations for the best course of action. - Initially involves limited application of ingenuity to address problems. As proficiency is gained, ingenuity is applied to determine methods to achieve goals and solve problems. - Involves managing multiple projects with accountability for results. May assist in or facilitate project coordination for the organizational unit. - As proficiency is gained, may involve overseeing day-to-day operations of organizational unit and providing lead work direction.</td>
<td>In addition to entry qualifications: - Knowledge of and ability to apply standard theories, principles, concepts, practices and procedures applicable to the program or administrative specialty. - Ability to learn, interpret and apply a wide variety of policies and procedures relating to and impacting the applicable program, organizational unit, and/or administrative specialty. - Working knowledge of applicable outside regulations. - Ability to handle multiple priorities and manage own project. - Demonstrated skills in organizing and planning work. - Ability to make independent decisions and exercise sound judgment. - Basic to working knowledge of methods and procedures for research and statistical analysis and the ability to apply them. - Demonstrated skills in operational and fiscal analysis. - Ability to analyze data and make accurate projections using business mathematics and applicable statistical techniques. - Ability to compile, write and present reports in written or presentation format related to program or administrative specialty. - Demonstrated ability to establish and maintain effective working relationships.</td>
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## ADMINISTRATIVE SPECIALIST - EXEMPT

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<td>Under general direction, performs administrative, analytical and/or development work related to organizational unit programs and/or policies. Work often involves significantly altering or developing program and administrative policies and procedures. At proficiency, programs and/or organizational units are of moderate scope and complexity. At a more senior level, work is typically performed in a complex organizational unit and/or related to programs with broad impact. May serve as the program administrator, or at a more senior level provide program leadership of a strategic nature.</td>
<td>In addition to the above:</td>
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<td>Involves independently determining approaches to project and priorities. Work is reviewed for adequacy in meeting overall objectives. At a more senior level, may involve independently determining methods and systems to meet programmatic or administrative goals.</td>
<td>- Thorough knowledge of and ability to apply knowledge and technical expertise to the applicable program and/or administrative specialty, including pertinent laws and regulations.</td>
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<td>Requires considerable judgment and discretion reflective of a thorough knowledge of a professional administrative specialty and program and policy areas.</td>
<td>- General knowledge of the principles, problems and methods of public and business administration, operational management, and fiscal management.</td>
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<td>Involves the development of policies and procedures related to issues not frequently covered by existing policies and procedures.</td>
<td>- Capable of understanding problems from a broad, interactive perspective and discerning applicable underlying principles to conceive of and develop strategic solutions.</td>
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<td>At a more senior level, involves planning and development activities and assessment of program changes and their impact from a longer range, strategic perspective.</td>
<td>- Expertise in administrative survey techniques, operations and systems analysis, statistical and research methods.</td>
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<td>Involves ingenuity to address and solve problems. At a more senior level, appreciable innovation is required to conceive of new approaches and solutions to address complex problems and issues.</td>
<td>- Expertise in the research and development of policy recommendations and program evaluation.</td>
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<td>May involve managing relationships with outside entities or agencies.</td>
<td>- Ability to work with representatives from public and private entities and handle potentially sensitive situations.</td>
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<td>May involve overseeing day-to-day program or organizational unit operations and providing lead work direction.</td>
<td>- Ability to present ideas and concepts effectively in written or presentation format and use persuasion and facilitation skills to gain consensus.</td>
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