

City of Detroit
JOB SPECIFICATION

MANAGEMENT SUPERVISORY SERVICE

DEFINITIONS

SUPERVISOR

Supervision involves getting work done through others (i.e., the direction of subordinate employees in the performance of work) with accountability to agency management for the quantity and quality of the work done, and for assuring efficient and economical work operations. Supervisory functions include a range of duties and responsibilities for planning, organizing and reviewing work, administering human resources matters, and dealing effectively with employees and union representatives about employee-management concerns.

Supervisors perform a range of duties such as:

- Assigns, directs and reviews the work of subordinate employees
- Plans and carries out the training and development of employees
- Evaluates employees' work performance
- Recommends selections, promotions, status changes awards, disciplinary actions, and separations
- Plans, schedules, and coordinates work operations
- Solves problems related to the work supervised
- Determine material, equipment, and facilities needed
- Explains and gains the support of employees for management policies and goals (e.g., for example, cost reduction and safety)
- Works to achieve the objectives of Government-wide human resources programs and policies (e.g., labor management relations and equal employment opportunity);
- Deals effectively with employees and union representatives or employee suggestions, complaints, grievances, and to the matters involved in the day-to-day administration of labor management agreements, sometimes including labor-management contract negotiations

Some supervisory positions also require giving advice to management on, and participation in:

- Program and production goals, priorities, and major work schedules
- Cost and budget analyses or forecasts
- Long-range human capital requirements

MANAGER

Managers direct the work of an organization, usually through subordinate Supervisors or Managers, are accountable for the success of specific line or staff programs, monitor the progress of the organization toward goals and periodically evaluate and make appropriate adjustments.

Managers perform a range of duties such as:

- Determines program goals and develops plans for the organization independently of or jointly with higher management
- Determines resource needs and allocation of resources and account for their effective use
- Determines the need and develop plans for organizational changes which have considerable impact, such as those involving basic structure, operating costs, or key positions
- Considers a board spectrum of factors when making decisions (or recommendations to higher-level management) including public relations, City Council, County and State relations, labor-management relations, public policy stances, effect on other organizations and other parts of the organization, economic impact, and the like
- Coordinates program efforts with other internal activities or with the activities of other agencies;
- Assesses the impact on organization programs of substantive developments in programs and

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- policies in other parts of the agency, in other Government entities, and in the private sector;
- Sets policy for the organization managed in such areas as determining program emphasis and operating guidelines; Understands and communicates agency policies and priorities throughout the organization managed
- Deals with general human resources management policy matters affecting the organization managed, with human resource actions affecting key employees, and other actions with possible serious repercussions
- Delegates authority to subordinate Supervisors and holds them responsible for the performance of their organizational units

This definition excludes many positions which require a high degree of expertise in management subjects but do not include responsibility for directing an organization or a subdivision of an organization including:

- General staff assistants to Managers
- Nonsupervisory positions with responsibility for technical guidance of work performed by contractors, grantees, or personnel in other Government organizations

DETERMINING SUPERVISORY AND MANAGERIAL LEVELS

Base Level of Work Supervised. All supervisory and managerial levels are first determined on the base level of work supervised. The base level of work supervised is the grade of the highest level of nonsupervisory substantive work under the direct or indirect supervision of the supervisory or managerial position. Substantive work is that which directly furthers the purpose for which the unit is established. For illustrative purposes, in a unit where accounting and budget support functions are performed, the substantive work of the unit is the performance of that function. For example, a budget analyst in a budget office is doing the substantive work of that unit; a budget analyst in an engineering office is not doing the substantive work of that unit.

The work identified as base level work must meet the following criteria:

1. It represents a significant portion of the total substantive work of the immediate unit in which it appears. Work at a particular level represents a significant portion of the total substantive work of a unit when such work-constitutes more than half the work of at least two of the full-time positions supervised and about 50 percent or more of the professional, technical, or administrative positions are performing work at that level.
2. It requires of the immediate Supervisor substantial and recurring use of technical skills of the kind typically needed for directing work at that level, in addition to the use of supervisory skills common to all supervisory positions.
3. It is not based on a degree of extraordinary independence or freedom from supervision.

Elements, which determine the appropriate increment over the base level of work supervised, are grouped into three factors: the kind and degree of supervision exercised; the scope and variety of operations supervised, and special additional responsibilities.

The Kind and Degree of Supervision Exercised. The kind and degree of supervision exercised relates to the extent to which the Supervisor is required to perform, and is held responsible for, the many elements of work planning and organization, work assignment and review, supervisory personnel functions, and technical responsibility which comprise the total supervisory pattern. The intent of this factor is to identify the highest level of "line" or productive work, which constitutes a significant proportion of the work under the technical supervision of the position being evaluated. The base level of

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work supervised will be the highest actual grade of a substantial proportion of the nonsupervisory positions in the unit.

The Scope and Variety of Operations. The scope and variety of operations supervised, relates to the size, workload, variety of work, and activities of the organization supervised. This factor is intended to measure the degree to which the Supervisor, whose position is being evaluated is actually responsible for the various facets of technical and administrative supervision, as involved in such things as work planning and organization, work assignment and review, and the exercise of supervisory personnel functions.

Special Additional Responsibilities. The special additional responsibilities are such items as problems, which stem from supervision of shift operations, from large and frequent fluctuations in work force, from constantly changing assignments and deadlines, from dispersion of work force, and from special staffing situations.

DEGREE OF RESPONSIBILITY AND FUNCTIONS

For Class II Supervisors:

The degree of responsibility and functions for Supervisor I and II positions typically include:

- Plans work to be accomplished by subordinates; Sets priorities and prepares schedules for completion of work
- Assigns work to subordinates based on priorities, selective consideration of the difficulty and the requirements of the assignments, and the capabilities of employees
- Evaluates performance of subordinates
- Gives advice, counsels, or instructions to individual employees on both work and administrative matters
- Interviews candidates for positions in their unit; Makes recommendations for appointment, promotion, or reassignment involving such positions
- Hears and resolves complaints from employees; Refers group grievances and the more serious complaints not resolved to higher level supervisors
- Recommends minor disciplinary measures such as warnings and reprimands,
- Identifies developmental and training needs of employees; Provides or makes provision for such development and training

For Class II Managers:

The degree of responsibility and functions for Manager I and II positions typically include:

- All degrees of responsibility and functions for Supervisors I and II
- Uses some subordinates in guiding and controlling work
- Responsible in dealing with officials of other units or organizations
- Important responsibilities in advising higher supervisory and management officials not covered by this guide
- Direction of a sizable work operation

For Class III Supervisors:

The degree of responsibility and functions for Supervisor III and IV positions typically include:

- Plans work to be accomplished by subordinates; Sets priorities and prepares schedules for completion of work
- Assigns work to subordinates based on priorities, selective consideration of the difficulty and the requirements of the assignments, and the capabilities of employees
- Evaluates performance of subordinates

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- Gives advice, counsels, or instructions to individual employees on both work and administrative matters
- Interviews candidates for positions in his unit; Makes recommendations for appointment, promotion, or reassignment involving such positions
- Hears and resolves complaints from employees; Refers group grievances and the more serious complaints not resolved to higher level supervisors
- Recommends minor disciplinary measures such as warnings and reprimands,
- Identifies developmental and training needs of employees; Provides or makes provision for such development and training
- May have some Class II subordinates

For Class III Managers:

The degree of responsibility and functions for Manager III positions typically include:

- All degrees of responsibility and functions for Supervisors III and IV
- Makes decisions on work problems presented by subordinate Supervisors and Managers
- Collaborates with heads of other units to negotiate, decide on, and/or coordinate work-related changes affecting other units
- Advises officials with broader and higher responsibilities on problems involving the relationship of the work of the unit supervised to broader programs, and its impact on such programs
- Evaluates Supervisors and Managers; Reviews evaluations made by Supervisors on other employees
- Makes selections for nonsupervisory positions, recommending selections for Supervisors and Manager positions
- Hears group grievances and serious employee complaints, or ones not resolved at a lower level: reviewing serious disciplinary cases those proposing suspensions and removals}, and disciplinary problems involving key employees
- As needed, consults with specialists on training needs, and deciding on training problems related to the units supervised

The degree of responsibility and functions for Manager IV positions typically include:

- All degrees of responsibility and functions for Supervisors III, IV and Manager III
- Decisions affecting the basic content and character of the operations directed
- Decisions on long-range planning; periodic and comprehensive evaluation of program goals and objectives
- Decisions on organization improvements
- Decisions which have an impact on relationships with other groups
- Decisions substantially affecting economy of operations
- Decisions involving key officials

Typically, Manager positions involve direct and indirect supervision of a moderate to fairly sizable number of employees (e.g., 15 to 30) engaged in substantive professional, technical or administrative work. Typically, the unit supervised is divided into sub-units each with its own Supervisor.

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MANAGER AND SUPERVISORY LEVELS

The Management Supervisory Service is divided into the following categories:

Supervisors and Managers of Class II Employees and Functions

Supervisor I
Supervisor II
Manager I
Manager II

Supervisors and Managers of Class III Employees and Functions

Supervisor III
Supervisor IV
Manager III
Manager IV

QUALIFICATION REQUIREMENTS

All Supervisors and Managers must meet the basic qualifications of the positions supervised. For illustrative purposes, a Supervisor of Accountants must meet the minimum requirements for the highest level of Accountant positions, whereas a Supervisor of Accounting Technicians must meet the minimum requirements for the highest level of Accounting Technician positions.

There may be circumstances where a Supervisor or Manager has multiple occupations that they supervise or manage. In these circumstances, the Supervisor or Manager must meet the minimum qualifications of the predominant occupation or family of occupations in the unit supervised or managed. For example, if the unit has Budget Analysts, Financial Analysts, Contracting and Procurement Specialists, with more Budget Analysts and Financial Analysts, then the minimum qualifications of either one of these occupations must be met.

In addition to meeting the minimum qualifications of the highest level of the occupation or occupations supervised and/or managed, Supervisors and Managers must have the following qualifications:

Class II Supervisors and Managers

Supervisor I – no work experience as a Supervisor is required, however, the applicant should have experience in leading teams, projects or other assignments that illustrates supervisory capabilities.

Supervisor II – at least one year of supervisory experience of Class II occupations

Manager I – at least two years' experience as a Supervisor of Class II occupations

Manager II – at least one year as a Manager I or at least three years as a Supervisor of Class II occupations

Class III Supervisors and Managers

Supervisor III – no work experience as a Supervisor is required; however, the applicant should have experience in leading teams, projects or other assignments that illustrates supervisory capabilities to supervise Class III occupations.

Supervisor IV – at least one year of supervisory experience of Class III occupations

Manager III – at least two years as a Supervisor of Class III occupations

Manager IV – at least one year as a Manager III or at least three years as a Supervisor of Class III occupations

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BACKGROUND AND OTHER CHECKS

Applicants may be subject to background, criminal, and credit checks.

TITLES

Each supervisory and managerial position will have either a designation as Supervisor or Manager based on the functions and/or unit supervised or managed.

For example, the following could be typical designations of a supervisory or managerial position:

Class II Supervisors and Managers

A Supervisor of a Class II position will be titled according to the following:

Supervisory *occupation name and level designation*

For example: Supervisory Accounting Technician I
 Supervisory Teller II

A Manager of a group of Class II Supervisors or duties and responsibilities that warrant allocation, as a manager will be titled according to the following:

Occupational name, manager designation, and level

For example: Tax and Revenue Examiner Manager I
 Appraiser Manager II

Class III Supervisors and Managers

A Supervisor of a Class III position will be titled according to the following:

Supervisory *occupation name and level designation*

For example: Supervisory Budget Analyst III
 Supervisory Accountant IV

A Manager of a group of Class III Supervisors or duties and responsibilities that warrant allocation, as a manager will be titled according to the following:

For example: Economist Manager III
 Financial Analyst Manager IV

PROBATIONARY PERIOD

All Supervisors and Managers, upon selection, must serve a probationary period of one (1) year. During the one-year probation, each applicant must complete the prescribed supervisory and managerial training requirements as determined by the Chief Learning Officer. Individuals that do not complete the training and development requirements will be removed from their supervisory or managerial position. If the individual is a new City of Detroit employee and fails to complete the supervisory/managerial probationary period, they will be terminated from City of Detroit employment. If a current City of Detroit employee is selected for a supervisory or managerial position and fails to complete their probationary period, they will be returned to a position that is commensurate with the position they held prior to selection as a Supervisor or Manager.

CODE DESIGNATIONS

Class Code: 13-1000; 13-2000; 19-3000; 43-3000

EEO Code: Class II Supervisors and Managers – 6; Class III Supervisors and Managers – 2

Date Established: 03/10/2015