

DEGREE OF SUPERVISION RECEIVED

As mentioned above, one classification concept described in this section is the kind of control characteristically exercised over positions allocated to the class. A standard lexicon exists which delineates the various levels of control typically exercised over the initiative, judgment, and independence of a class's incumbents. Brief descriptions of these degrees are provided below.

Supervision: The use of the word 'supervision' indicates a greater amount of control is exercised over positions in that class than for positions in a class using the word 'direction' in the definition. Supervision is recognized by its specificity and its application to the technical as well in the administrative/managerial details of work assignments. The three levels of supervision used are:

1. *Immediate supervision* places an employee under close supervision where the work assignments are well-detailed and well-prescribed by the superior. Little opportunity exists for the exercise of personal initiative, discretion, or judgment, nor for the assumption of any responsibility for the results produced. The worker is held responsible only for the accurate and proper application of the steps of the well established work process.

2. *General supervision* places an employee under fairly close supervision administratively, but the worker is given some latitude technically. The assignments and objectives are prescribed, but the methods are not typically reviewed nor controlled while the work is in progress. The employee is expected to take the initiative in solving most problems of detail, except those which are new or unusually complex in nature.

3. *Limited supervision* provides considerable freedom from both technical and administrative oversight while the work is in progress, in relation to the previously mentioned conditions of the general supervisory pattern, there are present: freedom from control over the sequence of assignments, the employee bears a substantial degree of responsibility for determining what shall be done next, and a substantial degree of independence in planning and organizing his or her own work.

Direction: The term 'direction' is applied whenever a greater degree of administrative freedom and no technical control is exercised over a position. Direction is recognized by its generality and the application of control solely to the administrative aspects of work performance. Such functions as planning and organizing the details of work and directing the methods to produce a given result are in the hands of the employee. The employee is expected to meet new or unusually complex situations without technical guidance other than that offered by those general statements regarding program objectives, policy, and planning.

1. *Administrative direction* frees employees from active technical control in planning and carrying out work responsibilities. Control is exercised managerially only where matters of policy development and coordination, intermediate/long range planning, budgeting, and expending of funds, and so on, are involved. The employee reports periodically to a supervisor, usually by means of conferences to discuss work progress or new problems which require advice of an administrative nature.

2. *General direction* gives employees technical and administrative freedom to plan, develop, and organize all phases of the work necessary for its completion within broad program guidelines. Generally employees can develop and utilize any procedures and methods which do not conflict with major organizational goals and policies. Control is exercised managerially only where matters of broad policy development and advocacy, long-range planning, budgeting of funds, and so on, are involved. Actual contact with a superior is rather limited in terms of frequency and matters covered, when compared to the total scope of the employee's duties and responsibilities.