

## I. DESCRIPTION OF WORK

Positions in this banded class provide supervisory, managerial and administrative work in facilitating the delivery of case management services to a specific client population and their families in a variety of settings. Work may involve facilitation and delivery of diagnostic evaluation, treatment, consultation, education and technical assistance services to a specific population through program services. Positions administratively supervise the professional clinical staff and oversight of unit operations. Positions may direct/plan operations of the program from negotiating contracts of personnel, providing input into long and short-range fiscal management goals as they relate to fee collection, cash management and billing, and work with interagency local or regional councils to establish program priorities and improve services to population. Positions provide clinical oversight and ensure that quality of services are provided, and represent the organization on committees and councils related to delivery of services. Positions are involved with budgetary matters related to operations of the organization including developing and coordinating service contracts, identifying resources and overall planning of programs and staff. Positions handle more complex program planning and have less direct contact with individual programs and diagnosis. Work is performed with considerable independence.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions in this banded class typically supervise and manage the delivery of diagnostic evaluation, treatment, consultation, education and technical assistance to population. Positions will plan, develop, coordinate and evaluate services being provided. They may provide clinical oversight. They may develop budgets, seek funding sources, handle personnel matters and supervise operations of the organization or program.</p>	<p>Positions in this banded class typically direct activities and operations in an organization or program. They will plan programmatic operations. They may negotiate contracts for services. They may recruit and train other staff, assign workloads, evaluate progress of both clients and staff. They may have input in budget, short and long range goals for program. They may establish work standards. Work is performed under general supervision.</p>	<p>Positions at this level typically serve as members of the management team in formulating program goals and policies for the organization and may represent top management, as needs dictate. They may assess organization-wide needs for services and make recommendations. Positions usually work independently with little oversight. Positions may supervise or direct counseling services over several organizational units. They may plan, develop, implement and monitor delivery of services for region or entire organization.</p>

**III. COMPETENCIES**

Competency	Definition
<b>Knowledge – Technical/Program</b>	Knowledge of the population to be served and the needs of that population. Ability to evaluate and make assessments of the population. Knowledge of adaptive, developmental and social behaviors. Knowledge of available community resources to address client needs. Knowledge of organizational skills needed to manage and coordinate workflow processes within the organization. Knowledge of interdisciplinary team process and human services delivery systems. Knowledge of appropriate program rules and regulations, and appropriate code of ethics.
<b>Financial Management-Budget</b>	Ability to establish and monitor a budget. Ability to evaluate the organization's needs and set parameters for expenditures. Ability to seek funding via contracts, billing, cash management and insurance. Ability to authorize purchases for the organization. Ability to recommend salary decisions.
<b>Communication and Teamwork</b>	Ability to listen, understand and convey information in oral and written form to the population served, their families and others. Ability to work collaboratively as a member of a team to provide services for clients and families. Ability to educate and instruct staff, families and community providers in methods and approaches. Ability to collaborate with other agencies to improve service delivery.
<b>Interpersonal Skills</b>	Ability to develop and maintain effective relationships with clients and others to encourage and support communication and teamwork, and to achieve therapeutic goals. Ability to work and communicate with variety of community providers of services in order to assure client needs are met. Ability to negotiate for resources with interagency units and community agencies.
<b>Planning/Organizing Work</b>	Ability to develop behavioral programs. Ability to monitor and modify programs. Ability to evaluate client needs and determine type of services/programs to provide. Ability to plan programmatic operations with regard to intervention, treatment, consultation, education and technical assistance. Ability to provide clinical supervision. Ability to evaluate effectiveness of programs.
<b>Human Resources Management</b>	Ability to recruit, interview, train and supervise staff. Ability to conduct performance appraisals of all staff and effect appropriate disciplinary actions. Ability to assure that established procedures are met and followed. Ability to provide counseling when employee's performance is not meeting expectations. Ability to establish work standards and policies for the organization. Ability to evaluate and determine staff training needs and implement new training.
<b>Management of Work Processes</b>	Ability to assign work and caseloads to professional staff. Ability to evaluate and monitor work progress. Ability to establish work standards and assure adherence to state/federal and organizational policies. Ability to administer work that facilitates delivery of services through clinical supervision. Ability to assess processes, create new ones or modify existing ones to ensure service delivery.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL****Knowledge – Technical/Program**

Knowledge of the population to be served and the needs of that population. Ability to evaluate and make assessments of the population. Knowledge of adaptive, developmental and social behaviors. Knowledge of available community resources to address client needs. Knowledge of organizational skills needed to manage and coordinate workflow processes within the organization. Knowledge of interdisciplinary team process and human services delivery systems. Knowledge of appropriate program rules and regulations, and appropriate code of ethics.

Contributing	Journey	Advanced
Working knowledge of the population to be served and the needs of that population. Working knowledge of variety of disciplines comprising a multidisciplinary team. Working knowledge of community resources available for client treatment and needs.	Full knowledge of the population to be served and the needs of that population. Full knowledge of interdisciplinary team functions, management, organizational development principles and personnel policies and procedures. Full knowledge of community resources available for client treatment and needs.	Extensive knowledge of the population to be served and the needs of that population. Fully applied knowledge of the principles and practices of public administration, and the appropriate laws, regulations, and guidelines which govern the program and other related fields. Skill in facilitating and managing liaison activities between human services agencies, community groups, and schools.

Basic knowledge - The span of knowledge minimally necessary to complete defined assignments.

Working knowledge - The span of knowledge necessary to independently complete defined assignments to produce an effort or activity directed toward the production or accomplishment of the research objective.

Full knowledge - The broad scope of knowledge demonstrated on the job that is beyond journey competencies.

**Financial Management-Budget**

Ability to establish and monitor a budget. Ability to evaluate the organization's needs and set parameters for expenditures. Ability to seek funding via contracts, billing, cash management and insurance. Ability to authorize purchases for the organization. Ability to recommend salary decisions.

Contributing	Journey	Advanced
Ability to monitor expenditures and make recommendations for expenses. Ability to set parameters for expenses. Ability to review expense requests and make determinations as to whether they are feasible within budget.	Ability to review previous expenses and use to propose budget. Ability to project revenue through billing and insurance collection. Ability to set parameters for financial allocation for the organization or program. Ability to monitor expenses and make adjustments as needed.	Ability to justify requests for staff, supplies, and equipment for unit or program. May require ability to monitor funds, write grant proposals and manage grants for community programs.

**Communication and Teamwork**

Ability to listen, understand and convey information in oral and written form to the population served, their families and others. Ability to work collaboratively as a member of a team to provide services for clients and families. Ability to educate and instruct staff, families and community providers in methods and approaches. Ability to collaborate with other agencies to improve service delivery.

Contributing	Journey	Advanced
<p>Ability to effectively convey information to clients and others, under close supervision. Ability to express ideas clearly and concisely. Ability to work collaboratively with teams and councils within in region/district to enhance delivery of services.</p>	<p>Ability to effectively convey information to clients and others, under general supervision. Ability to provide community education and consultation. Ability to facilitate and lead multidisciplinary professional team in order to address needs of client.</p>	<p>Ability to effectively convey information to clients and others. Ability to lead the treatment team process. Ability to effectively communicate with caregivers on specific issues related to diagnosis, treatment and clients. Ability to serve as liaison between client and community agencies and maintain cooperation/collaboration between them.</p>

**Interpersonal Skills**

Ability to develop and maintain effective relationships with clients and others to encourage and support communication and teamwork, and to achieve therapeutic goals. Ability to work and communicate with variety of community providers of services in order to assure client needs are met. Ability to negotiate for resources with interagency units and community agencies.

Contributing	Journey	Advanced
<p>Ability to relate positively and calmly to clients, staff, families and community agencies. Ability to communicate specific behavioral concepts and techniques. Ability to relate in a consultative role with clients and their families. Ability to establish and maintain effective working relationships with members of caseload, families and community agencies.</p>	<p>Ability to relate positively to community groups and other professionals. Ability to work in partnership with community, government and other agencies in order to provide appropriate services. Ability to instruct and educate community and staff on new methods. Ability to negotiate collaborative efforts and agreements for serving client population.</p>	<p>Ability to work with a variety of professionals representing various disciplines related to the client's specific needs. Ability to educate and instruct on more complex issues and problems. Skill in facilitating multidisciplinary teams and coordinating delivery of services from variety of sources and professionals.</p>

**Planning/Organizing Work**

Ability to develop behavioral programs. Ability to monitor and modify programs. Ability to evaluate client needs and determine type of services/programs to provide. Ability to plan programmatic operations with regard to intervention, treatment, consultation, education and technical assistance. Ability to provide clinical supervision. Ability to evaluate effectiveness of programs.

Contributing	Journey	Advanced
<p>Ability to develop new program ideas and service delivery models in collaboration with team. Ability to identify resources and develop overall plan of program or organization operation. Ability to develop and maintain systems for monitoring the progress of clients. Ability to assess work processes and make changes in workflow methods.</p>	<p>Ability to plan programmatic operations. Ability to develop service and program goals, objectives, policies and procedures for all clinical activity. Ability to evaluate feasibility of new programs as they impact on existing resources and justify expansions in space, staffing and equipment. Ability to make significant changes in organizational structure.</p>	<p>Ability to develop intervention programs, plan work operations, determine priorities, and establish deadlines. Ability to develop strategies for multi-system/ agency collaboration to facilitate delivery of program services and effectively utilize available resources. Ability to plan for efficient utilization of staff resources as they relate to goals and objectives for the organization. Ability to make operational changes to work methods, processes and procedures in response to changes in guidelines, policies or service delivery requirements.</p>

**Human Resources Management**

Ability to recruit, interview, train and supervise staff. Ability to conduct performance appraisals of all staff and effect appropriate disciplinary actions. Ability to assure that established procedures are met and followed. Ability to provide counseling when employee's performance is not meeting expectations. Ability to establish work standards and policies for the organization. Ability to evaluate and determine staff training needs and implement new training.

Contributing	Journey	Advanced
<p>Ability to train and orient new staff. Ability to assess staff training needs. Ability to review reports to provide feedback. Ability to monitor flow of cases in order to ensure appropriate procedures are followed. Ability to resolve formal and informal complaints, issue oral and written warnings and recommend more serious disciplinary actions. Ability to recruit, interview and hire new staff.</p>	<p>Ability to evaluate and determine internal staff training needs. Ability to provide administrative review of professional and office support staff. Ability to provide input to evaluation methods or program service delivery. Ability to counsel and conduct disciplinary actions. Ability to make recruitment decisions, appointment, promotion and dismissal of staff.</p>	<p>Ability to monitor, evaluate, and identify training needs of staff. Ability to coordinate or provide on-the-job training to subordinates to ensure they have the necessary skills and knowledge required to complete work assignments. Ability to monitor and approve work for entire organization and make adjustments. Ability to independently resolve work problems and complaints. Ability to make recruitment decisions, appointment, promotion and dismissal of staff.</p>

**Management of Work Processes**

Ability to assign work and caseloads to professional staff. Ability to evaluate and monitor work progress. Ability to establish work standards and assure adherence to state/federal and organizational policies. Ability to administer work that facilitates delivery of services through clinical supervision. Ability to assess processes, create new ones or modify existing ones to ensure service delivery.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
Ability to establish policies and procedures that define the clinical process and quality standards. Ability to determine the relevance of information in a client's intervention plan and final written report. Ability to work with team leaders to provide guidance on setting priorities. Ability to monitor flow of work processes and caseloads to ensure proper delivery of service.	Ability to develop and establish work standards. Ability to participate in statewide and regional planning meetings to coordinate services and ensure that the organization is keeping in line with trends for evaluation, assessment, treatment and education.	Ability to ensure all policies, standards and statutes are adhered. Ability to monitor and review the work of the organization or program as a whole and make necessary adjustments to meet service delivery needs. Ability to monitor the work of subordinate supervisors through reports, work documentation, conferences, and formal evaluations. Ability to ensure the quality and quantity of work with all pertinent guidelines and standards.

**V. MINIMUM TRAINING & EXPERIENCE**

Bachelor's degree in a related Human Services discipline and five years of experience related to the area of assignment, or equivalent combination of training and experience. All degrees must be received from appropriately accredited institutions.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.