



## Working Leader Guidelines

The following are characteristics of positions designated as “Working Leaders”. These characteristics attempt to distinguish a Working Leader position from a Supervisory position.

1. A Working Leader must provide assistance to at least three (3) full-time regular positions, one of which must be classified at the same level as the Working Leader. A Working Leader is appropriate for as many as seven (7) employees, provided the work is not complex and varied and the classifications of all positions are the same or similar (see #7). The emphasis is on leading the work, not the people. **Note:** If the number of positions is five (5) or more, and if they are not all of the same classification or providing uniform functions, the Supervisory criteria should be examined.
2. A Working Leader performs much of the same work as employees on a regular basis but serves as a lead or senior worker in the unit. A Working Leader should be factorable on the appropriate guide chart at the same level as the highest subordinate position, though individual factors may differ slightly.
3. A Working Leader provides short-term planning on a daily or weekly basis (in some cases on a monthly basis depending on the nature of the work) such as determining appropriate work distribution and workflow within the unit, making appropriate assignments to maximize production, providing orientation and on-the-job training related to the tasks of the section, and making limited procedural changes. A Working Leader does not provide long-range planning such as determining standards, monitoring achievement of long-term goals, etc. (see #7)
4. The positions under a Working Leader position should be classified within the same or similar job family indicating a uniformity and standardization of functions, except for clerical support positions. If the unit function is complex and varied (many functions related to a total operation), many different classifications will exist within the unit and the Supervisory criteria should be examined.
5. Duties such as counseling, interviewing, evaluating, and short-term planning may be delegated to a Working Leader, but a supervisor assumes responsibility for these actions, has direct input into them, and has authority to overturn, overrule, or review any actions or recommendations of a Working Leader.
6. A Working Leader is assigned specific duties and does not fully determine their own work or how it should be performed. The actual work of a Working Leader is more closely supervised than a supervisor's. A supervisor's assignments are broader in terms of attainment of objectives, determination of procedures, and interrelationships with other units, departments, or agencies. A Working Leader's concerns are much narrower and related to one specific unit.
7. The impact and complexity of the work of the unit on the full agency function, in part, distinguishes a Working Leader from a supervisor. When several units exist within an agency which all perform standardized and similar functions, they are more likely to be appropriately headed by a Working Leader due to the uniformity of guidelines, procedures, and policies by which the unit operates. The leader of such a unit would not be required to deal with long-range planning, position classification, or position management, since these duties are provided at the administrative level. The higher level, more complex, and more varied the work of the unit, the more likely that a supervisor would be an appropriate classification.