

PART I	DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT	3.418
	STATE OF HAWAII	3.419
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Class Specifications  
for the

SELF-SUFFICIENCY & SUPPORT SERVICES SUPERVISOR SERIES  
(SELF-SUFF/SUPP SVCS SUPVR SERIES)

**Series Definition:**

This series of professional classes reflects the performance of supervisory work in public assistance employment and training and supportive services programs which provide educational, job training and placement, and extensive supportive services to eligible individuals and families.

Positions in this series plan, organize, supervise, and direct the public assistance employment and training and supportive services activities of a unit, section, or small to moderate size branch in the provision of direct services to eligible individuals and families; or plan and supervise the program development, implementation, monitoring and evaluation functions for the public assistance employment and training and supportive services programs.

Such work requires knowledge of the goals, objectives, policies, procedures, services and activities of the public assistance employment and training and supportive services programs; interviewing techniques; social/emotional aspects of human behavior; basic human needs and standards of education and health; techniques and methods of counseling; community resources, the services they provide, and their effective utilization; work planning and organization; report writing; and principles and practices of supervision; and the ability to provide counseling; plan, assign and review the work of others; establish and maintain effective working relationships; evaluate and assess the operations and activities of a unit, section or branch; and communicate effectively orally and in writing.

The knowledge and abilities necessary to perform the work of this series would typically be gained through education at the college level, professional work experience in social work, individual or family counseling, or related experience which involved assisting individuals and/or families resolve personal, social, employment, and/or emotional problems, and professional work experience which demonstrated knowledge of the goals, objectives, standards, services and activities of the public assistance employment and training and supportive services programs.

**Level Distinctions:**

Classes in this series are distinguished from each other by differences in:

1. The complexity of work in terms of the size, scope, and level of responsibility and authority and the variety of work in the assigned area of responsibility (e.g., having responsibility for a single public assistance employment and training and supportive services unit, or overall responsibility for the implementation of employment and training, child care licensing and registration, and child care services programs for a small to moderate size branch, or overall responsibility for a division level staff office whose functions include program planning, development, monitoring, and evaluation).
2. Supervisory responsibility is determined by a combination of the following factors:
  - a. amount of time spent in the performance of supervisory duties and responsibilities (e.g., working supervisor versus full supervisor);
  - b. level of subordinates supervised; and
  - c. supervisory activities performed which is conditioned by the organizational setting, delegated authority, and the difficulty of work, variety of functions, and complexity and size of the organization supervised.
3. The breadth of knowledge and abilities required to plan, organize, direct, supervise and implement the activities of the organizational segment for which a position is responsible.
4. The nature and extent of supervisory control exercised over the work performed which limits the scope of work, the independence with which it is performed, and the nature and finality of decisions.

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This is an amendment to the specification for the SELF-SUFFICIENCY & SUPPORT SERVICES SUPERVISOR (SELF-SUFF/SUPP SVCS SUPVR) SERIES, which was approved on November 14, 1994.

DATE APPROVED: 7/3/01

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SELF-SUFFICIENCY & SUPPORT SERVICES SUPERVISOR I 3.418  
(SELF-SUFF/SUPP SVCS SUPVR I)

**Class Distinguishers:**

Supervisory Responsibility: This class reflects the working supervisor over a small staff (typically 1 - 3) of Self-Sufficiency & Support Services Specialist III positions and other clerical and paraprofessional support staff.

Complexity: As a working supervisor, responsible for supervising, implementing, and coordinating the day-to-day activities of a small operational public assistance employment and training and supportive services unit and for performing work comparable to the journey-level class, Self-Sufficiency & Support Services Specialist III. Positions in this class do not have significant unit management responsibility.

Full Performance Knowledge and Abilities: (*Knowledge and abilities required for full performance in this class.*)

Knowledge of: Goals, objectives, policies, procedures, standards, and guidelines of the public assistance employment and training and supportive services programs; State and federal regulations, laws and directives governing the public assistance employment and training and supportive services programs; basic knowledge of the agency's public welfare and social services programs; team approach to service delivery; social/emotional aspects of human behavior; comprehensive knowledge of community resources, the services they provide, and their effective utilization; common problems and needs of the target population; interviewing techniques; techniques and methods of counseling; basic human needs and standards of education and

health; various educational proficiency and aptitude testing instruments and their purposes; general career requirements and labor market trends; work planning and organization; report writing; the role and responsibilities of a line supervisor; and services, activities and operations of an operating public assistance employment and training and supportive services unit.

Ability to: Explain laws, rules, and regulations of the public assistance employment and training and supportive services program; provide counseling; administer and interpret proficiency and aptitude tests; establish and maintain effective working relationships with clients, assessment team members, community groups and agencies; act as an advocate for the client; assist clients to gain insight into their social, emotional and health problems and motivate them to overcome these barriers; assign and review the work of others; elicit cooperation and deal effectively with individuals and groups; and communicate effectively, orally and in writing.

Supervision Received: Positions in this class receive general supervision which is normally exercised through regularly scheduled conferences and review of reports, correspondence, etc. The supervisory conference is utilized for discussing the progress of the unit, providing guidance on difficult or problem cases, and evaluating the effectiveness of the work performed.

**Examples of Duties:** *(Positions may not be assigned all of the duties listed, nor do the examples necessarily include all the duties that may be assigned. The omission of specific statements does not preclude management from assigning such duties if such duties are a logical assignment for the position. The classification of a position should not be based solely on the examples of duties performed.)*

1. Supervises a small group of lower level self-sufficiency and support services specialists and clerical and paraprofessional support staff in an operating unit.
2. Evaluates services provided to participants and recommends additional services, if necessary.
3. Evaluates and assesses unit activities in relation to unit/program objectives.
4. Provides input on new or proposed changes in agency operational policies and procedures.
5. Assigns cases and tasks to staff.

6. Evaluates subordinates' work productivity in relation to standards of performance for the unit/program.
7. Reviews random cases to evaluate worker strengths and weaknesses and to identify training needs.
8. Provides consultation, direction and advice on procedural or technical aspects of cases.
9. Reviews case records to ensure that cases are being properly documented and are in compliance with established procedures.
10. Develops, implements, and conducts on-the-job training for new workers to orient them to the agency and the unit.
11. Conducts interviews and collects data regarding psychosocial and health barriers to employment and preliminary employability information.
12. Administers screening instruments and determines the need for additional tests. Makes appropriate referrals.
13. Serves as a member of the assessment team.
14. Coordinates individual and group interviews between the client and the assessment team.
15. Implements the barrier removal plan and follows up with service providers and the assessment team to determine if the client is ready to proceed into the employability phase.
16. Links clients/family members to needed services. Follows up to see that services are adequately and appropriately provided.
17. Monitors and evaluates clients' participation and progress.
18. Works directly with the client on a continuous basis to sustain a positive relationship.
19. Establishes and maintains cooperative working relationships with referral sources, employers and service providers including individuals, public and private agencies, through personal visits and telephone contacts to secure appropriate referrals, and to enhance the delivery of services and employment opportunities for clients.

20. Manages a caseload and maintains case records in accordance with established procedures.

SELF-SUFFICIENCY & SUPPORT SERVICES SUPERVISOR II 3.419  
(SELF-SUFF/SUPP SVCS SUPVR II)

**Class Distinguishers:**

Supervisory Responsibility: This class reflects the full supervisor over a moderate to large staff (typically 5 or more) of Self-Sufficiency & Support Services Specialist III positions and other clerical and paraprofessional support staff.

Complexity: This class reflects responsibility for planning, organizing, supervising, and coordinating all activities of a moderate to large size operational public assistance employment and training and supportive services unit. This responsibility includes defining unit objectives in accordance with agency policies and priorities and developing methods and procedures to achieve those objectives.

Full Performance Knowledge and Abilities: (*Knowledge and abilities required for full performance in this class.*) In addition to the knowledge and abilities required of the next lower level:

Knowledge of: Comprehensive knowledge of the goals, objectives, policies, procedures, standards and guidelines of the public assistance employment and training program; and principles and practices of supervision.

Ability to: Plan, assign, review, and evaluate the work of subordinate professional, paraprofessional and clerical staff; and plan, organize, and evaluate unit activities and operations.

Supervision Received: Positions in this class receive general supervision and are given considerable latitude in developing unit procedures, establishing unit priorities, and carrying out unit activities.

**Examples of Duties:** (*Positions may not be assigned all of the duties listed, nor do the examples necessarily include all the duties that may be assigned. The omission of specific statements does not preclude management from assigning such duties if such duties are a logical assignment for the position. The classification of a position should not be based solely on the examples of duties performed.*)

1. Defines unit objectives in accordance with agency policies, objectives, priorities and expectations.
2. Develops and implements methods and procedures to carry out unit objectives.
3. Examines and evaluates available data in relation to services provided to specified clientele and determines additional services required.
4. Reviews and evaluates the delivery system methods, outputs, activities, and service results in relation to the target population needs. Identifies gaps in resources and possible improvements.
5. Evaluates and assesses unit activities in relation to unit/program objectives, considering quality and quantity of work completed.
6. Provides input on new or proposed changes in agency operational policies and procedures.
7. Develops, implements, and conducts on-the-job training for new workers to orient them to the agency and the unit.
8. Assigns cases and tasks to subordinate staff based on individual capabilities and work loads.
9. Examines and evaluates employee work productivity in relation to standards of performance of the unit/agency.
10. Reviews a sample of completed case actions to evaluate worker strengths and weaknesses and to identify training needs.
11. Provides consultation, direction or advice on procedural and/or technical aspects of cases. Reviews specific case problems, suggesting alternative approaches, resources, etc., to enable worker to make appropriate decision.
12. Discusses and/or counsels employees on their work performance.
13. Interviews prospective applicants for various positions within the unit.
14. Evaluates unit's need for supplies, equipment, and office space to ensure that the unit has adequate resources to provide necessary services to recipients.

15. Talks with anxious, confused, and/or irate recipients and/or community complainants to alleviate doubts and fears and to address concerns.
16. Speaks to community groups describing agency's purpose, programs, and methods of service delivery.
17. Responds to requests for information from individuals, public, and private agencies.
18. Participates in conciliation hearings and fair hearings.

SELF-SUFFICIENCY & SUPPORT SERVICES  
SUPERVISOR III  
(SELF-SUFF/SUPP SVCS SUPVR III)

3.420

**Class Distinguishers:**

Supervisory Responsibility: This class reflects responsibility for supervising the activities of:

- A. a large section of operational public assistance employment and training and supportive services units through subordinate supervisors; or
- B. a small to moderate size branch which provides the full range of the agency's services to a specified geographical area through subordinate supervisors; or
- C. a staff of lower level program specialists including specialist(s) responsible for planning, developing, revising, implementing, evaluating and monitoring policies, procedures and standards for a major component of the statewide public assistance employment and training programs.

Complexity: Responsibility for planning, directing, controlling and coordinating through subordinate supervisors, the activities of a large section comprised of public assistance employment and training and supportive services units (e.g., Oahu JOBS Section); or responsibility for implementing, through subordinate supervisors, the full range of the agency's services for a branch of small to moderate size (e.g., Hawaii, Maui, or Kauai); or responsibility through a staff of program specialists, for the program development activities of the statewide public assistance employment and training and supportive services programs.

Full Performance Knowledge and Abilities: *(Knowledge and abilities required for full performance in this class.)*

Knowledge of: The mission, organizational structure, objectives, policies, procedures, standards, guidelines, services, activities and operations of the public assistance employment and training and supportive services program; State and federal regulations, laws and directives governing the public assistance employment and training and supportive services program; goals, social/emotional aspects of human behavior; common problems and needs of the target population; basic human needs and standards of education and health; general career requirements and labor market trends; community resources, the services they provide, and their effective utilization; team approach to service delivery; principles and practices of supervision; budget development, effective work organization and staff utilization.

Ability to: Plan, organize, coordinate and evaluate the activities and operations of public assistance employment and training and supportive services units and/or programs; interpret and explain State and federal regulations, laws and directives governing the public assistance employment and training and supportive services program; deal effectively with individuals and groups; communicate effectively orally and in writing; assign and review the work of others.

Examples of Duties: *(Positions may not be assigned all of the duties listed, nor do the examples necessarily include all the duties that may be assigned. The omission of specific statements does not preclude management from assigning such duties if such duties are a logical assignment for the position. The classification of a position should not be based solely on the examples of duties performed.)*

Type A:

1. Plans, organizes, directs and coordinates the operations of a large operational section of the public assistance employment and training and supportive services programs.
2. Defines and formulates operational goals and objectives.
3. Prepares plans for program improvement, expansion, or new programs.
4. Examines and evaluates available data regarding a particular population and determines the need for additional services.

5. Consults with resource persons inside and outside the agency.
6. Examines and evaluates actual outputs of units in relation to expected outputs.
7. Conducts monthly meetings with unit supervisors.
8. Prepares internal office communications and memos delineating new or revised procedures for staff.
9. Assigns special duties to units/individual staff.
10. Provides consultation, direction, or advice on procedural and technical matters based on own knowledge of agency/program purpose, goals, objectives, policies and procedures.
11. Effectively and efficiently coordinates the activities of its section.
12. Reviews and discusses section and branch standard operating procedures and expectations with new unit supervisors, describing structure and objectives, tasks and functions and work procedures to orient them to his/her role and contribution to agency efforts.
13. Reviews and determines subordinates' level of functioning and task performance.
14. Responsible for all personnel actions for the section.
15. Evaluates training needs of the section.
16. Speaks to other agencies and community groups regarding the agency's programs, purpose and team approach to service delivery.
17. Attends interagency meetings or conferences.
18. Listens to and responds to complaints.

Type B:

1. Coordinates and directs the development and submittal of annual program plans and biennial program budgets and supplemental budgets for the branch in accordance with established guidelines.
2. Develops and issues branch policies and procedures to supplement statewide program policies and procedures.

3. Prepares and issues directives to staff for their action.
4. Prepares and issues informational memos to keep staff fully informed of community, department, division and branch developments and resources as these affect operations.
5. Plans and conducts staff meetings.
6. Assesses impact of newly proposed programs and policies and procedures on branch operations, submitting comments, suggestions and recommendations to the Division Administrator.
7. Establishes regular and systematic reviews to ensure compliance with policies, rules and regulations of the branch's programs.
8. Identifies training needs of the branch staff.
9. Determines need for additional positions.
10. Reviews, approves and recommends personnel actions for the branch.
11. Evaluates job performance of subordinates and conducts supervisory conferences on a regular basis.
12. Initiates and executes formal interagency agreements for cooperative work, delineation of responsibilities and clarification of roles with respect to mutual clients.
13. Serves as resource to other branch chiefs and their staff.
14. Receives complaints from individuals and agencies and takes appropriate action within the branch.

Type C:

1. Supervises the development of statewide program goals and objectives for public assistance employment and training and supportive services program in accordance with State and federal requirements.
2. Formulates policies and procedures to implement objectives.

3. Recommends methods and types of services that best address the needs/problems of the respective target populations.
4. Oversees development of State plans for all public assistance employment and training programs.
5. Establishes program standards, rules, and procedures needed to ensure proper implementation of program services and to assure compliance with State and federal funding requirements.
6. Conducts program analysis to identify the nature and extent of problems and unmet needs.
7. Sets program priorities and recommends allocation of resources.
8. Develops reporting procedures to measure attainment of program goals and objectives.
9. Develops necessary proposals for legislation and follows-up throughout the legislative process, including the development of testimony and other supporting documentation.
10. Oversees development of program rules and procedures consistent with requirements of funding sources and applicable State/federal laws and regulations.
11. Maintains liaison and communication with staff of federal funding sources.
12. Identifies and recommends areas for program staff training.
13. Performs necessary activities to promote community awareness and solicit community support of services to the targeted population.
14. Oversees the regular review of program development activities in relation to meeting client needs, identifying program deficiencies, problems and causes.
15. Prepares multi-year program and financial plans and budget requests.
16. Monitors expenditure plans.
17. Reviews and evaluates subordinate staffs completed assignments, reports and workflow and the time frames in which tasks are accomplished.
18. Initiates all personnel actions on behalf of subordinate staff.