

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 13 December 2018

SUBJECT: Child Care Program Specialist 3 – Community Development Division

At the request of the Community Development Program Manager Coral Manning, received on 4/25/2018, a position study was conducted to create a level 3 for the classification series of Child Care Program Specialist. This reclassification request comes to create some internal organizational consistency with other sections of the Community Development Division and provide additional career progression within the Child Care Program Specialist classification. Additionally, this new classification will provide higher level policy and program administration activities to better support the work unit as a whole. After meeting with Ms. Manning and upon review of the updated position description, I recommend the creation of a new classification of Child Care Program Specialist 3 in Comp Group 18, Range 10, and recreate positions #107 and #109 as Child Care Program Specialist 3 for the reasons outlined in this memo. At this time the incumbents shall underfill these positions until the time when advancement to Child Care Program Specialist 3 is needed.

In meeting with Ms. Manning, we discussed the need for Child Care section of the Community Development Division to have a progression series for the classification of Child Care Program Specialist. The Child Care Program Specialists are responsible for assessing and accrediting day care and child care operations throughout the City. The assessment and accreditation takes place within early childhood care and education programs (0-5 years), school-age programs (K-5th grade) and the family child care system. Currently, this classification is comprised of two levels, with the Child Care Program Specialist 1 in CG 18, Range 6 and the Child Care Program Specialist 2 in CG 18, Range 8. Advancement from a Child Care Program Specialist 1 to a 2 is expected for all staff who take on increased levels of independence and judgement within the work, and generally occurs within 2 years. However, Ms. Manning expressed the need for a level 3 in the classification to provide higher-level programmatic administration to support policy development and implementation for the work unit.

First, an excerpt from the existing classification specification at the Child Care Program Specialist I level describes the work as:

... **entry-level professional program development and evaluation work** in the Child Care Section of the Community Development Division, Department of Planning & Community & Economic Development. Employees in this classification **serve as generalists dealing in a range of program areas**. The work at this level is characterized by more **standardized assignments** relative to the assessment and accreditation of child care centers and family child care systems to determine eligibility for City financial support and technical assistance. The work also involves **assisting higher level staff on more complex program reviews and projects**; participating in the revision of accreditation standards; **assisting in the provision of professional training and consultation to providers**; and providing technical and administrative support to groups and committees associated with child care programs and services for children, youth and families. General supervision is received from the Child Care Program

Coordinator with closer oversight from higher level staff on specific activities. **The work is reviewed through periodic reports, conferences, and staff meetings, with regular input from higher level child care staff.** [emphasis added]

In addition, at the Child Care Program Specialist 2 level, the work is described as:

... **responsible professional program development and evaluation work** in the Child Care Section of the Community Development Division, Department of Planning & Community & Economic Development. Employees in this classification **serve as generalists, with some specialized assignments based on expertise and workload.** In addition, on a rotating basis, one position may **serve as "point person" with specific administrative and liaison responsibilities.** The work is characterized by the **exercise of independent judgment and discretion** in the assessment and accreditation of child care centers and family child care systems to determine eligibility for City financial support and technical assistance; responsibility for **more complex and discretionary elements of program development, evaluation, and implementation;** and, may involve providing training and guidance to lower level staff. The work also involves **developing and recommending revisions of accreditation standards; providing professional training and consultation to providers;** and providing technical and administrative support to groups and committees associated with child care programs and services for children, youth and families. The work is performed with **a high degree of independence and initiative** within established policies and procedures and under the general supervision of the Child Care Program Coordinator and work is reviewed through periodic reports, conferences, and staff meetings. **Movement to this level is based on demonstrated ability to perform all aspects of the work professionally and independently.** [emphasis added]

The proposed new classification specification of for Child Care Program Specialist 3 describes the work as:

... responsible **advanced-level program development and evaluation work** in the assessment and accreditation of early childhood care and education programs (0-5 years), school-age programs (K-5th grade) and family child care systems. Employees at this level have **clearly defined professional knowledge in at least one content area** and have **advanced experience in the interpretation and application of accreditation standards and unit policies, procedures and processes.** Employees in this position have command of relevant regulatory, quality and procedural frameworks in these areas, anticipate new challenges or opportunities, and formulate responses. The position may help **evaluate the effectiveness of broader strategies, systems and policies, offer input for program and policy development,** and occasionally interact with managers, elected officials, larger groups of child care providers and public entities. With general supervision, employees are expected to exercise **considerable discretion** and may even **assume leadership roles,** including some responsibility for managing projects that involve work performed by other staff or interns. [emphasis added]

The intention of the new Child Care Program Specialist 3 classification is to provide higher-level program policies and systems for the work unit as well as design and develop professional development opportunities for the group. Incumbents at this level would also conduct needs assessment for the community, implement programmatic efficiencies for the work unit, and assist with professional development of staff in the early childhood and school-age care field. The Child Care Program Specialist 3 would continue to carry a caseload of programs to assess, but this would only comprise roughly 40% of the position's responsibilities. This will allow for the position to continue with accreditation of programs, but also increase the work unit's capacity to handle more complex cases, create systems and policies, and coordinate professional development on a broader level. Some key distinctions of these levels would reveal that the Child Care Program Specialist 1 would have a broad programmatic overview dealing with a wide range of programs,

with oversight from the higher level positions. The Child Care Program Specialist 2 would develop programmatic specialization, work with more independence and actively provide trainings. Finally, this highest level of Child Care Program Specialist 3 would serve as an expert of a program area, serve as a leader in evaluating the effectiveness of program policy and strategies, and work with considerable discretion and independence. It is not the intent that all Child Care Program Specialists would advance to the level 3. Rather, the goal would be to have this classification available to up to two individuals who have the capacity and skill to take on this advanced-level work in addition to a developed specialization in at least one content area, such as trauma informed care, relevant to early or school-age care,

The creation of a level 3 in the Child Care Program Specialist classification series maintains the compensation structure of similar classifications within the Community Development Division such as the Community Development Specialist 1-4, as well as other similarly classified professional positions across the city such as Human Resources Analyst 1-3, Engineer 1-4, and Accountant 1-4 to name a few. Based on the findings of this position study, I recommend a new classification of Child Care Program Specialist 3 be created in CG18, Range 10. The necessary resolution to implement these recommendations has been drafted.

Editor’s Note:

Compensation Group/Range	2019 Annual Minimum (Step 1)	2019 Annual Maximum (Step 5)	2019 Annual Maximum (+12% longevity)
18/06	\$ 58,921	\$ 69,375	\$ 77,700
18/08	\$ 63,911	\$ 75,840	\$ 84,941
18/10	\$ 69,375	\$ 83,377	\$ 93,382

cc: Natalie Erdman – Director, PCED  
 Jim O’Keefe—Community Development Division Director  
 Coral Manning – Early Care and Education Manager  
 Michael Lipski – Human Resources Services Manager