

STATE OF WISCONSIN  
CLASSIFICATION SPECIFICATION

POLICY INITIATIVES ADVISOR-EXECUTIVE

I. INTRODUCTION

A. Purpose of This Classification Specification

This classification specification is the basic authority under ER 2.04, Wis. Adm. Code, for making classification decisions relative to key policy making or advising positions performing executive and management functions under the direction of: (1) the head of a medium, large, or major state agency or the agency head's designee, or (2) the administrator of a division in a large or major state agency.

Classification decisions must be based on the "best fit" of the duties within the existing classification structure. The "best fit" is determined by the majority (i.e., more than 50%) of the work assigned to and performed by the position when compared to the class concepts and definition of this specification or through other methods of position analysis. Position analysis defines the nature and character of the work through the use of any or all of the following: definition statements; listing of areas of specialization; representative examples of work performed; allocation patterns of representative positions; job evaluation guide charts, standards or factors; statements of inclusion and exclusion; licensure or certification requirements; and other such information necessary to facilitate the assignment of positions to the appropriate classification.

B. Inclusions

This classification encompasses positions that serve as: (1) **principal executive policy developer/advisor to the head of a medium, large or major agency for major policy initiatives** that are controversial and have significant impact on the entire agency, multiple program and policy areas of the agency, and the state's resources; or (2) **principal public information/public affairs policy advisor for a major state agency** with multiple residential health care, correctional institutions or numerous local offices performing regulatory functions in various geographic locations throughout the state; or (3) **executive policy advisor for the Wisconsin Technical College System Board** which has oversight and governance of the state's largest post secondary and adult education system; or (4) **principal executive policy advisor to an administrator of a division within a large or major agency** consisting of multiple programs and policy areas that: impact other government agencies (local, state, or federal); or, impact other divisions within the large or major agency and other state agencies in broad areas such as economic, agricultural research or social programs.

It describes positions in which the agency head has determined that there is a need for a high level policy developer and advisor to assist in creating or guiding major policy initiatives that have significant impact on the agency or the state's resources. To be included in this classification, the position must be specifically created and authorized by the Department Secretary for this purpose and be given substantial authority to act on behalf of the agency head or administrator in the formulation, determination and implementation of significant policy initiatives. Most positions will report directly to the agency head, although some may report through a division

administrator. Only in extremely rare, unique situations would an agency utilize more than one full-time equivalent position within each allocation of this classification.

C. Exclusions

Excluded from this classification are the following types of positions:

1. Professional positions located within a division, institution or campus that perform professional level program policy analysis, planning of facilities or programs, program evaluation or comparable analytic functions for a majority of the time and are more appropriately classified as Program and Policy Analyst, Program and Policy Analyst-Advanced, Program and Policy Analyst-Advanced Confidential, -Management, Program and Policy Supervisor, or Program and Policy Chief.
2. Professional supervisory and management positions functioning as Bureau Director or higher within the organizational structure that administer and manage departmental policy analysis, planning, program evaluation or similar analytic functions and are more appropriately classified as Program and Policy Manager.
3. Management positions that perform policy advisory duties of somewhat lesser scope and impact for a majority of the time and are more appropriately classified as Policy Initiatives Advisor-Administrative.
4. Positions that do not meet the definition of “management” found in s. 111.81 (13), Wis. Stats., as interpreted and administered by the Wisconsin Employment Relations Commission.

## II. TERMINOLOGY USED IN THIS SPECIFICATION

External contacts: Contacts and working relationships that are beyond the boundaries and authority of the state agency and often beyond the authority of the State of Wisconsin (e.g., counties, municipalities, other states, federal government).

Executive policy: High level policy analysis/advice focussed primarily on the external environment and conducted on behalf of administrators and agency heads in the unclassified service.

Internal contacts: Contacts and working relationships that are within the boundaries of the state agency and/or state service.

Large state agency: An agency consisting of 500 to 1,500 full-time permanent or seasonal positions.

Major state agency: An agency consisting of more than 1,500 full-time permanent or seasonal positions.

Management: Includes those personnel engaged predominately in executive and managerial functions, including such officials as division administrators, bureau directors, institutional heads and employees exercising similar functions and responsibilities.

Medium state agency: An agency consisting of 100-499 full-time permanent or seasonal positions.

Program: An ongoing set of coordinated activities or functions carried out by a number of people, aimed at providing a specific service or benefit to a specific group, organization or group of organizations. A program typically has a unique set of policies, regulations, or procedures and a unique set of activities to be performed in providing service or achieving the program’s goals, and a unique set of persons

specializing in carrying these out. A program involves a variety of specific projects or functions coordinated to achieve program objectives.

**Significant impact:** The work product or service affects the internal operations of a large or major state agency, the management of statewide programs affecting a significant portion of the state's population or in a medium agency having an extensive impact on state resources or on the delivery of educational programs affecting a large portion of the state's population (e.g., adult education).

### III. DEFINITION

#### **POLICY INITIATIVES ADVISOR-EXECUTIVE**

This is senior management work in a state agency providing highly responsible, difficult and complex executive policy development or implementation of major department initiatives that have significant impact on the agency and state's resources. This includes restructuring or re-engineering all or significant portions of departmental functions or initiation of new major program initiatives with significant economic or social impact. Decisions made fundamentally impact on programs, organization and operations of the division and/or department and often affect other organizations or substantial populations. External contacts include key policy makers at the local, county, state and national levels. Contacts are with policy-makers outside the agency, such as division administrators and secretaries of other agencies, legislative leaders, mayors or county board chairpersons, presidents of large private firms or high level federal officials. Contacts frequently have opposing goals and priorities and controversy and antagonism are common. The purpose of the contacts is to (1) advise and assist with policy and/or program implementation impacting other governmental entities at the local, state and/or federal level; or (2) direct the way in which agency programs are carried out, including activities such as advising and assisting with policy or program implementation within the agency or with other levels of government; or (3) settle controversial issues of vital importance to the agency, achieving a satisfactory solution by convincing other participants, arriving at a compromise, or developing acceptable alternatives. Internal contacts include bureau directors, division administrators and agency heads and may include the Governor's office. Issues may be controversial in nature and require strong liaison skills and the ability to effectively present information in an effort to reach agreement. Work often includes the development of recommendations for legislative and administrative rule changes to accomplish major policy initiatives. Positions serve in a staff capacity guiding the work of others as needed and may have line responsibility for subordinate staff although direct supervision of others is not a requirement of this classification. Work is performed under the general policy direction of the agency head or deputy. Positions may be located within a division and work under the functional direction of one or more division administrators.

In order to be correctly classified as a Policy Initiatives Advisor-Executive, positions must be comparable in reporting relationship, scope and impact to those positions listed below as representative positions.

- 1) Positions that serve as the **principal executive policy developer/advisor to the agency head or his/her designee** for major policy initiatives that may be controversial and have substantial impact on the entire agency and the state's resources.

#### **Representative Position:**

**Universal Service Fund Manager:** Under the general direction of the Executive Assistant to the Chair of the Public Service Commission, is responsible for the management of the Universal Service Fund (USF). Provides broad leadership in the conceptualization, planning and development, implementation, outreach and administration activities to ensure the access of all state residents to essential communications services as well as access to advanced telecommunications capabilities. This includes the development and rollout of statutorily prescribed programs, including but not limited to the Telecommunication

Equipment Purchase Program, Rate Shock Mitigation Program, Rate Ceiling Credit Program, Lifeline Program, Link-up Program, Voice Mail for the Homeless Program, Alternative Universal Service Protection Program, Interlata Toll Service Provider of Last Resort Program, and the Telecommunications Customer Assistance Program.

- 2) Positions that serve as the **principal public information/public affairs policy advisor for a major state agency** with multiple residential health care or correctional institutions or numerous local offices performing regulatory functions in various geographic locations throughout the state.

**Representative Positions:**

Public Affairs Director: Report to the Secretary of the Department of Health Services, provide leadership and direction in administering the Department's communication, publication and media relations programs. Play a key role in disseminating important, innovative and/or complex information on matters related to the implementation and management of health and family services programs that assures appropriate awareness within the state and nationally. Identify, analyze and evaluate issues, events and trends, which could have an impact on departmental programs and initiatives. Apprise the Secretary of news and developments and formulate communications strategies for the Secretary's involvement. Guide, review and evaluate communications and publication functions performed at the Division and lower levels of the Department and assure compliance with Department policies, standards and goals.

Public Information Director: Report to the Deputy Secretary of the Department of Corrections, develop a comprehensive department communications and public relations program which proactively provides information on corrections policies, initiatives, goals and objectives to a widespread audience which includes the public, the gubernatorial and legislative branches of state government, key media resources, local governmental bodies, and public information organizations. Direct the department's major communication efforts to disseminate information on complex programs, policies and initiatives. Identify, analyze and evaluate issues, events, or trends that have an impact on departmental programs or initiatives and formulate a program designed to apprise the Secretary of strategies to employ in response to these occurrences. Direct internal communications mechanisms.

- 3) Positions that serve as **executive policy advisor for the Wisconsin Technical College System Board** which has oversight and governance of the state's largest post secondary and adult education system.

**Representative Position:**

System Policy Advisor, Wisconsin Technical System College Board: Report to the Assistant Vice President, provide support and representation for the students, staff, and policy makers of Wisconsin's largest post-secondary education system affecting 440,000 students, 144 local board members and more than 15,000 district staff under a two-tiered system of shared governance; an independent state board and 16 technical college district boards that function as local governmental bodies. Lead teams of people from the System Office, districts and other units of state government on projects that recommend, evaluate and develop procedures to implement legislation or other policy changes.

- 4) Positions that serve as **principal executive policy advisor to an administrator** of a division in a large or major state agency comprised of programs that (1) impact all state agencies or (2) impact other divisions within that agency as well as other state agencies in broad areas such as economic, agricultural research or social programs.

**Representative Positions:****Assistant to the Administrator, Division of State Facilities, Department of Administration:**

Serve as a member of the Administrator's management team; perform a broad range of duties including coordination and management of division-wide and department-wide projects, surveys, complex studies and implementation strategies; develop goals and strategic direction for state facilities; coordinate and evaluate Division plans and budgets, capital projects, policies and procedures; act as liaison with agency customers and partners including outside organizations; DOA Secretary's office, Governor's office and other state agency executives.

**Assistant to the Administrator, Division of Agriculture Resource Management, Department of Agriculture, Trade & Consumer Protection:** Report to the Administrator; function as a member of the department's senior management team in formulating, determining and implementing policy and programmatic decisions related to state and local agricultural and natural resource management programs and policies; oversee the development and implementation of specialized budget plans and funding allocations; work with a variety of program managers and leaders at the local, state and federal level, business and industry representatives, various interest groups and other organizations; provide program planning and analysis and advice on existing, new and emerging programs and service delivery systems having significant impact on agency and state resources and involving the coordination of resources both internal and external to the division and agency.

**IV. QUALIFICATIONS**

The qualifications required for these Senior Manager positions will be determined at the time of recruitment. Such determinations will be made based on an analysis of the goals and worker activities performed and by an identification of the education, training, work, or other life experience which would provide reasonable assurance that the knowledge and skills required upon appointment have been acquired.

**V. ADMINISTRATIVE INFORMATION**

This classification is intended to be limited in its use but flexible in its application to allow department secretaries and administrators of divisions in large or major agencies the ability to appoint one senior management level advisor to assist in program or structural changes which have significant impact on the agency or state's resources. Only in extremely rare, unique situations would an agency utilize more than one full-time equivalent position within each allocation of this classification. Exceptions require the approval of the Office of State Employment Relations. The classification creation was announced in Bulletin OSER-0052-MRS-SC effective October 3, 2004. The classification was modified effective May 9, 2009 and announced in Bulletin OSER-0244-CLR-SC to incorporate changes to classification titles in the exclusions and Department and Division names in the definition section.

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