



STATE OF OREGON
Oregon Health Authority (OHA)
POSITION DESCRIPTION

Position Revised Date:
Created December 15, 2021

This position is:

- ☐ **Classified**
☐ **Unclassified**
☐ Executive Service
☐ Mgmt Svc – Supervisory
☒ Mgmt Svc – Managerial
☐ Mgmt Svc – Confidential

Agency: Oregon Health Authority

Division: Office of Health Analytics

☐ New ☒ Revised

SECTION 1. POSITION INFORMATION

- a. Classification Title: Operations and Policy Analyst 4
- b. Classification No: X0873 c. Effective Date: 1/01/22
- d. Position No: 1021295
- e. Working Title: HPA Data Equity Program Manager
- f. Agency No: 44300
- g. Section Title: Office of Health Information Technology and Analytics Infrastructure
- h. Employee Name: Joanna Johnson
- i. Work Location (City — County): Salem - Marion and/or Portland - Multnomah
- j. Supervisor Name: Pablo Torrent
- k. Position: ☒ Permanent ☐ Seasonal ☐ Limited Duration ☐ Academic Year
☒ Full-Time ☐ Part-Time ☐ Intermittent ☐ Job Share
- l. FLSA: ☒ Exempt If Exempt: ☐ Executive ☐ Professional ☒ Administrative
☐ Non-Exempt
- m. Eligible for Overtime: ☐ Yes ☒ No

SECTION 2. PROGRAM AND POSITION INFORMATION

- a. Describe the program in which this position exists. Include program purpose, who's affected, size and scope. Include relationship to agency mission.

OHA values health equity, service excellence, integrity, leadership, partnership, innovation, and transparency. OHA's health equity definition is "Oregon will have established a health system that creates health equity when all people can reach their full potential and well-being and are not disadvantaged by their race, ethnicity, language, disability, age, gender, gender identity, sexual orientation, social class, intersections among these communities or identities, or other socially determined circumstances. Achieving health equity requires the ongoing collaboration of all

regions and sectors of the state, including tribal governments to address: the equitable distribution or redistribution of resources and power; and recognizing, reconciling, and rectifying historical and contemporary injustices.” OHA’s 10-year goal is to eliminate health inequities by 2030.

The Health Policy & Analytics Division (HPA) is aligned with the Oregon Health Authority’s core values of partnership, service excellence, leadership, integrity, health equity, innovation, and transparency. In our practice, these values are expressed through:

Service Excellence:

- Understanding and responding to Oregon public health needs and the people we serve
- Pursuing our commitment to innovation and science-based best practices
- Fostering a culture of continuous improvement

Leadership:

- Building agency-wide and community-wide opportunities for collaboration
- Championing public health expertise and best practices
- Creating opportunities for individual development and leadership

Integrity:

- Working honestly and ethically in our obligation to fulfill our public health mission
- Ensuring responsible stewardship in public health resources

Health Equity:

- Eliminating health disparities and working to attain the highest level of health for all people
- Ensuring the quality, affordability, and accessibility of health services for all Oregonians
- Integrating social justice, social determinants of health, diversity, and community

Partnership:

- Working with interested partners and communities to protect and promote the health of all Oregonians
- Seeking, listening to, and respecting internal and external ideas and opinions
- Exploring and defining the roles and responsibility of public health staff and partners

Innovation:

- We are not satisfied with the status quo if there are new and better ways to meet the needs of the people we serve. We bring creativity, experience, and openness to our search for solutions to problems. We pursue opportunities to develop new evidence to evolve our practices.

Transparency:

- We communicate honestly and openly, and our actions are upfront and visible. We provide open access to information and meaningful opportunities to provide input and participate in our decision-making.

The Health Policy & Analytics Division provides leadership, balanced information, and data analysis to support policy development, program implementation, and system evaluation. The Office of Health Analytics, within HPA, uses existing and new OHA health data resources to analyze both Oregon’s health care system and OHA’s program performance and make recommendations for OHA leadership, the Governor, and the legislator.

The Office of Health Analytics comprises research, financial, and analytic staff who collect, organize and analyze data pertaining to Oregon’s health system for use by practitioners, researchers, and policy makers both inside and outside of state government. In

collaboration with other OHA divisions and external partners, staff collect and analyze a wide range of data, including Medicaid, behavioral health, the All Payer All Claims database, health insurance coverage, hospital and ambulatory discharge data and financials, and health care workforce to evaluate OHA program performance and to provide more complete picture of access, quality, cost, and utilization across Oregon's health care system.

The Office of Health Analytics partners with other OHA, ODHS and Shared Services colleagues to support OHA's mission by:

- Analyzing and reporting health system financial, performance and administration data and metrics to support key management, program, and policy decisions within OHA.
- Conducting health system-wide analysis of Oregon's health care workforce, insurance coverage, federal reform implementation, the health care safety net, health disparities, health care utilization and costs.
- Conducting financial and economic modeling required for policy impact analysis, OHA and state budget health expenditures, and payment reform.
- Collecting data, including Oregon's All Payer All Claims database, hospital financial reports, CCO and managed care quality metrics, and insurance surveys.
- Program evaluation in partnership with the Health Services Division and external researchers of major OHA initiatives including health system transformation.

Office of Health Analytics staff have expertise in behavioral, dental, and physical health care programs, data extraction and manipulation, claims analysis, statistics, research design, actuarial principals and methods, economics, and budget.

The Office of Health Information Technology & Analytics Infrastructure (OHITAI) combines HPA's health IT, data systems, and analytics infrastructure work under one reporting structure. Two OHITAI teams provide critical support for HPA's health analytics and metrics work. All three teams play important roles in broader OHA work related to technology, data, and systems, such as health information technology leadership, REALD and SOGI reporting, and data and IT infrastructure governance. Teams include:

- The Health IT Policy & Programs team, formed in 2011 as a part of the state's health agency to support the adoption of electronic health records, the secure exchange of health information, and supporting meaningful use initiatives in the state. This team is a resource for both state programs and other public and private users of health information, providing planning, coordination, and policy analysis; as well as implementing technology solutions; operating programs; and developing public/private partnerships to further health IT in Oregon. Health IT is a key part of Oregon's efforts to create a system of better health, better care and lower cost for all Oregonians.
- The Business Intelligence and Data Equity unit develops reporting standards, advances the use of business intelligence tools and data visualization techniques to strengthen the connection between health data and policy / decision makers, and works with the Equity and Inclusion Division and various OHA agency partners to support the collection and reporting of race, ethnicity, language, disability (REALD), and sexual orientation gender identity (SOGI) data.
- The Medicaid Analytics and Data Integration team delivers Medicaid analytics and reporting and manages Health Analytics data integration initiatives. The team also provides data strategy and data governance and facilitates data access for internal and external stakeholders.

b. Describe the primary purpose of this position, and how it functions within this program. Complete this statement. The primary purpose of this position is to:

This position will lead a Health Policy and Analytics Data Equity program team that is organizationally located in the Office of Health Information Technology and Analytics Infrastructure. The HPA Data Equity program team works in partnership with teams from the Equity and Inclusion Division (E&I), the Business Information Systems (BIS) team and other teams in Health Systems Division, other OHA divisions such as the Office of Information Services (OIS), as well as the Oregon Department of Human Services (ODHS). These teams work together to create and maintain analytical processes for the collection and storage of data for race, ethnicity, language and disability (REALD) and sexual orientation and gender identity (SOGI). The HPA Data Equity program team will work closely with Equity and Inclusion to develop documentation and business rules, staff a data governance committee, establish REALD and SOGI data use and sharing processes that follow confidentiality and privacy laws while being aligned with reporting policies and best practices, and build and maintain relationships with interested parties.

This position will serve as program lead / manager for the HPA Data Equity program. The incumbent will be responsible for leading, scoping, scheduling, communicating, and managing the HPA Data Equity team's work efforts, and lead a team and a portfolio of data equity and REALD & SOGI policy, process, data and reporting projects and initiatives. This position will provide technical consultation and assistance, support and data equity leadership to analytic, research and reporting program teams and staff across the Office of Health Analytics, Office of Health Information Technology and Analytics Infrastructure, and Health Policy & Analytics Division. The position requires strong project management, analytical and interpersonal skills and poise. The person in this position will have a substantial amount of autonomy requiring exceptional skills in self-direction, as well as navigating complex situations and competing demands. This position will work directly with interested partners of varied backgrounds, will present complex information in a meaningful way. The incumbent will be asked to defend findings or recommendations in an objective manner including with colleagues and members of the public.

This position will play an integral role in supporting HPA's contribution to OHA's 10-year goal of eliminating health inequities. The result of this work will have far reaching implications for community-based committees and other groups interested in the reporting of REALD & SOGI data. In addition, this position will align activities with other analysts that oversee related data groups. The person in this position must have an understanding of procedures in the collection of health care data and the concepts of data reliability and validity in order to represent REALD & SOGI data and analyses to a wide audience.

SECTION 3. DESCRIPTION OF DUTIES

List the major duties of the position. State the percentage of time for each duty. Mark "N" for new duties, "R" for revised duties or "NC" for no change in duties. Indicate whether the duty is an "Essential" (E) or "Non-Essential" (NE) function.

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

% of Time	N/R/NC	E/NE	DUTIES
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At all times		E	Align Conduct with OHA's Values and 10-year Goal <ul style="list-style-type: none"> Consistently treat internal customers, interested audiences, partners, vendors, and co-workers with dignity and respect. Contribute to a work environment that respects and accepts diverse people and perspectives. Model professional behavior. Interrupt and report inappropriate behaviors, especially those in violation of policy. Contribute to a positive and productive work environment; maintain regular and punctual attendance; perform all duties in a safe manner; and comply with all policies and procedures. Promote and actively participate in OHA's 2030 goal of eliminating health inequities.
At all times		E	Coordination and Cross-Training: <ul style="list-style-type: none"> Communicate and coordinate with coworkers within the Office of Health Analytics. Identify areas for collaboration and creating efficiencies. Work in a team-oriented environment with shared decision making and cooperative interactions among staff and management. In consultation with manager, establish and enact a plan for becoming skilled at specified tasks outside of this position's usual job duties.
30%	R	E	Policy Analysis and Data Equity Leadership <ul style="list-style-type: none"> Perform high level, independent and comprehensive research and policy analysis of federal, state, and local policies, statutes, and administrative rules related to REALD & SOGI and data confidentiality and privacy. Evaluate potential policies and weigh recommendations that would affect statewide private and public health care policy direction. Evaluate data from different state and private programs and initiatives to identify trends, implementation issues, and overall support statewide (public sector and private sector) for proposed policies. Learn, interpret and maintain knowledge of relevant federal and state administrative rules and regulations. Perform policy analysis on and prepare assessments of federal, state, and local policies, statutes, and administrative rules and prepare assessments of such policies in developing reports and recommendations to policy makers and agency leadership and staff. Analyze the purpose and goals of administrative rules and rule making process, interpret meaning of "plain language," statutory requirements for rule clarity and simplicity, and the writing of legally defensible rules. Evaluate analysis findings and prepare consultative advice and/or recommendations for policy development/revision and interpretation; and ensure statutory compliance. Independently prepare policy briefs and other informational tools for use by the OHA, ODHS, OIS, Equity and Inclusion, Health Systems Division and others. Monitor and evaluate legislative proposals that may impact the HPA Data Equity program; initiate and/or coordinate legislative changes to support policy changes. Write suggested draft

			<p>language for legislative bills. Coordinate or write reports outlining impact of legislative proposals on operations.</p> <ul style="list-style-type: none"> • Apply, develop or maintain knowledge about health equity principles and practices. • Provide information, orientation and guidance to HPA staff and partners around data justice and equity • Demonstrates commitment to professional development and application of principles and practices related to health equity in research, data collection, data analysis and communication
15%	R	E	<p>Cross-Agency Coordination, Communications and Management:</p> <ul style="list-style-type: none"> • In collaboration with Equity and Inclusion Division, lead the creation of a REALD & SOGI Analytic governance committee; facilitate meetings to identify, review and analyze needs and policy requirements. Formulate recommendations to management. • In collaboration with Equity and Inclusion, BIS, OIS, ODHS and other partners, lead committees and facilitate workgroups to identify, review and analyze needs and policy requirements. • Work with Equity and Inclusion, supervisor and other HPA and agency leadership on the coordinating and planning efforts to discuss and develop state policy and direction to ensure that decision-makers and partners have adequate information to monitor and improve equity and culturally appropriate health care. • Work with external panels of experts and partners/interested parties who would be affected by health information exchange to participate in discussion forums, webinars and other bi-directional communication methods. • Prepare and facilitate presentations for local and/or national audiences. • Build and maintain a strong partnership with all partners/interested parties. • Participate on national committees that develop policies, legislative proposals and procedures. • Participate in the representation of the division on interagency committees, to the legislature, individuals and public groups. • Act as a resource in the assigned areas of responsibility and their relationship to other agency policies and programs.
30%	R	E	<p>HPA Data Equity Program Leadership</p> <ul style="list-style-type: none"> • Serve as program lead / manager for the HPA Data Equity program, leading a team and a portfolio of REALD & SOGI policy, process, data and reporting work efforts on behalf of the Health Policy and Analytics Division. • Responsible for leading, scoping, scheduling, communicating, and managing the HPA Data Equity team's portfolio of initiatives and work efforts. This includes establishing program direction, developing program strategic plans, policy development, work plan development, program staff/ resource allocation, program budget tracking, and, if needed, oversight of HPA Data Equity program contracts with IT vendors/ consultants. • Lead communication efforts about the Data Equity program goals, workplan projects and activities, results, deliverables, as well as

			<p>other data equity updates and information covering training, tools and resources available to HPA data equity customers.</p> <ul style="list-style-type: none"> • Manage the work of the Data Equity program team to successfully complete project and program deliverables on time. • Exercise considerable independent judgment to lead the HPA Data Equity team. Provide leadership and oversight of program team members' assigned work. Lead and manage project team meetings and discussions. Provide direction to HPA Data Equity team members concerning work procedures, policies and standards for assignments. Prioritize and assign tasks to accomplish prescribed work efficiently. Review the completeness, and quality of work and provide feedback on work deliverables to program team members. Provide feedback to HPA Data Equity team supervisor to help provide context and content for performance supervision. • Work collaboratively with Equity and Inclusion Division, BIS, ODHS, and OIS in the development, and maintenance of agencywide REALD & SOGI data collection and management processes. • Work collaboratively with Equity and Inclusion in the operations of the REALD & SOGI data repository. Manage the work of the Health Analytics Data Equity program team to successfully complete project and program deliverables on time. • Present evaluations and recommendations to project staff and external groups to successfully accomplish program and project initiatives, goals and objectives. • Attend regular team meetings dealing with problem identification and resolution. Identify potential risks and difficulties and design strategies to mitigate or avoid them. • Collaborate with partners/interested parties and follow contracting guidelines to assist in development of partner agreements, contracts and statements of work. • Review and provide feedback on partner deliverables. • Assist in project risk identification and mitigation strategies. • Assist in task identification and work breakdown structure and dependencies. • Lead new team member on-boarding and orientation processes.
10%	N	E	<p>Project Management</p> <ul style="list-style-type: none"> • Manage projects that may include broad cross-functional team members. Monitor and track project budget, schedule and performance as required. Identify project scope, required training, technical and human resources. Coordinate project activities with internal units. Lead/ oversee the daily activities of staff assigned to projects. • Develop project plans, including: <ul style="list-style-type: none"> • Project roles and charter • Objectives and desired outcomes • Scope and deliverables • Risks and possible mitigation strategies • Roadmap and work breakdown structure • Estimate effort and staff allocation • Sequence tasks, determine milestones, develop schedules

			<ul style="list-style-type: none"> • Develop plans for communication, change management, and risk • Manage ongoing projects, including: <ul style="list-style-type: none"> • Monitor and report on project progress and changes • Take corrective action • Coordinate project status or deliverable presentations • Communicate with staff, stakeholders, and management sponsors to coordinate activities and solve problems • Evaluate quality and effectiveness of the project; recommend strategic changes and priorities for allocating resources as appropriate
10%	N	E	Technical Consultation and Assistance <ul style="list-style-type: none"> • Confer with HPA, E&I and other OHA and ODHS agency leadership, policy makers, health care providers, contractors, auditors, coworkers, and Federal, State and local officials as needed about data equity legislative priorities and externally published equity related data and reports. • Represent the agency as an expert on REALD & SOGI or data equity solutions. • Develop resources and materials upon request. • Prepare written responses and provide technical expertise and specialized information on request. • Consult with Health Policy and Analytics teams on the development of their data products including REALD & SOGI data. Coordinate Technical Assistance requests and report reviews with E&I. • Identify, curate, develop, and provide training and additional resources (e.g. FAQ's, one-pagers) for REALD & SOGI in partnership with the Equity and Inclusion Division
5%	R	E	Other duties as assigned <ul style="list-style-type: none"> • Act as a key resource to the Director of Health Analytics and Director of Health Information Technology on grant writing; grant reporting, policy analysis and legislation.
Ongoing	NC	E	<ul style="list-style-type: none"> • Perform position duties in a manner which promotes customer service and harmonious working relationships, including treating all persons courteously and respectfully. • Engage in effective team participation through willingness to assist and support co-workers, supervisors, and other work-related associations. • Develop good working relationships with division and agency staff and supervisors through accomplished duties and in identifying and resolving problems in a constructive manner. • Demonstrate openness of constructive feedback and suggestions in an effort to strengthen work performance. • Contribute to a positive, respectful and productive work atmosphere.

SECTION 4. WORKING CONDITIONS

Describe any on-going working conditions. Include any physical, sensory, and environmental demands. State the frequency of exposure to these conditions.

This position requires the ability to work remotely and maintain good communication with management, co-workers and interested audiences. There is daily work on a desktop computer for extended periods of time; on-site office work is done in open cubicles. There are frequent interruptions, demanding time frames, and the need for extended hours during peak work periods and Legislative Sessions. At times, this position works with groups composed of individuals with diverse viewpoints. There may be some in-state travel.

SECTION 5. GUIDELINES

a. List any established guidelines used in this position, such as state or federal laws or regulations, policies, manuals, or desk procedures:

Guidelines used to do this job include state law and administrative rules; federal laws and regulations for Medicaid; federal budget reconciliation acts; current and proposed state legislation; nationally accepted standards for participation in programs involving research into health status and satisfaction; nationally recognized protocols and formats for health services research; agency policy and procedure manuals; provider contracts; Title XIX State Plan, and waivers granted by Centers for Medicare and Medicaid Services.

Additional laws, policies, standards and guidelines used by this position include:

- House Bill 2134 (Standards for Collection of Demographic Data, 2013)
- House Bill 4212 (Strategies to Protect Oregonians from the Effects of the COVID-19 Pandemic, 2020)
- House Bill 3159 (Data Justice Act, 2021)
- OAR 943-070-0000- REALD Demographic data collection standards
- Equity and Inclusion's REALD Implementation Policy (2018)
- Equity and Inclusion's REALD Implementation Guide (2020)
- Health Analytics Small Number Reporting Guidelines
- National and state confidentiality and privacy guidelines such as HIPAA and 42 CFR privacy rules.
- Data dictionaries, policies and procedures for multiple OHA/ ODHS information and data systems (e.g.: REALD & SOGI Data Repository, Behavioral Health Data Warehouse, ROADS, etc.)

b. How are these guidelines used?

Assist in formulating policies and establishing priorities and procedures and to establish parameters for carrying out the duties of this position

SECTION 6. WORK CONTACTS

With whom, outside of co-workers in this work unit, must the employee in this position regularly come in contact?

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Who Contacted	How	Purpose	How Often?
All levels of DAS, OHA, ODHS, and staff of other public and private organizations and national health research and policy groups	By telephone, electronic mail, letter or in person	Collect, provide and discuss information; manage projects; provide consultative advice, research findings, collaborate on legislative or policy changes.	Daily
Representatives of the health care industry, including providers, hospitals, insurers, labs, pharmacies, safety net clinics and others	By telephone, electronic mail, letter or in person	Collect, provide and discuss information; manage projects; provide consultative advice, research findings, collaborate on legislative or policy changes.	Daily
Representatives of Community User Committees or Project Groups.	By telephone, electronic mail, letter or in person	Collect, provide and discuss information; manage projects; provide consultative advice, research findings, collaborate on legislative or policy changes.	Daily
Governor's staff, Legislative and other community leaders and their staff	By telephone, electronic mail, letter or in person	Collect, provide and discuss information; manage projects; provide consultative advice, research findings, collaborate on legislative or policy changes.	As needed
General Public including interested audiences and consumers associated with REALD.	By telephone, electronic mail, letter or in person	Collect, provide and discuss information; manage projects; provide consultative advice, research findings, collaborate on legislative or policy changes.	As needed

SECTION 7. POSITION-RELATED DECISION MAKING

Describe the typical decisions of this position. Explain the direct effect of these decisions:

This position makes recommendations related to REALD & SOGI data collection and reporting policies and processes, as well as about the planning, scheduling, and implementation of major projects. The employee will implement projects as directed by management, but may create project plans and schedules, or implement major projects. This position is responsible for keeping informed of the progress of related projects and/or research activities within and external to OHA, Equity and Inclusion, and ODHS. The employee will also independently use in-depth program knowledge to respond to written and telephone inquiries regarding REALD & SOGI data. These responses to questions include but are not limited to manner in which REALD & SOGI data is collected and represented in the analyses through use of self-reports in surveys, applications, and medical claims data.

Recommendations within the purview of this position are highly visible and potentially controversial to affected health care constituents, state agencies, and the Governor's office. Policy issues often have

complex and interdependent technical, political, fiscal, administrative, and other aspects that must be considered and addressed. This position makes recommendations and decisions that can affect the reliability, validity and value of REALD & SOGI datasets and reports developed by HPA or other OHA Divisions that are shared with Legislature, internal, and external customer and stakeholders. These data and reports are used for statewide health system policy and transformation decisions that impact how well OHA complies with statutes, rules, and with the agency mission, goals and objectives, and can directly affect the public perception of effectiveness of major agency programs and initiatives. Poor decisions by the incumbent could jeopardize public and legislative support for agency programs and funding, undermine relationships between OHA, community partners, and the Legislature, and submit OHA and OHA leadership to significant reputational risk.

SECTION 8. REVIEW OF WORK

Who reviews the work of the position?

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Classification Title	Position Number	How	How Often	Purpose of Review
HPA Business Intelligence and Data Equity Manager	1014342	In person/Phone/Written	Daily/Weekly/As needed	Work Product Review/Direction
Office of Health Information Technology and Analytics Infrastructure Director	1010453	In person/Phone/Written	As needed	Reviews the work for potential influence on broad agency and program goals.
Office of Health Analytics Director	0770121	In person/Phone/Written	As needed	Reviews the work for potential influence on broad agency and program goals.

SECTION 9. OVERSIGHT FUNCTIONS

a. How many employees are directly supervised by this position? _____ 0

How many employees are supervised through a subordinate supervisor? _____ 0

b. Which of the following activities does this position do?

- | | |
|--|---|
| <input type="checkbox"/> Plan work | <input type="checkbox"/> Coordinates schedules |
| <input type="checkbox"/> Assigns work | <input type="checkbox"/> Hires and discharges |
| <input type="checkbox"/> Approves work | <input type="checkbox"/> Recommends hiring |
| <input type="checkbox"/> Responds to grievances | <input type="checkbox"/> Gives input for performance evaluations |
| <input type="checkbox"/> Disciplines and rewards | <input type="checkbox"/> Prepares and signs performance evaluations |

SECTION 10. ADDITIONAL POSITION-RELATED INFORMATION

ADDITIONAL REQUIREMENTS: List any knowledge and skills needed at time of hire that are not already required in the classification specification.

All positions in OHA require a Criminal Background Check and an Abuse/Neglect Check. Fingerprints may be required.

Position Requires:

- Experience building and maintaining relationships with key partners/interested parties.
- Experience in advancing health equity, addressing systemic health disparities and collaborating with diverse, vulnerable and underrepresented populations.
- Strong working knowledge of healthcare policy.
- Knowledge of operational research techniques, methods and practices.
- Knowledge of advanced statistical methods and the application to organizational analysis.
- Skill to analyze business needs and product requirements to create or design an information system.
- Excellent communication and presentation skills. Knowledge of data visualization methods, techniques and tools.
- Proficiency in Microsoft Office including Excel, Word, PowerPoint and Outlook.
- Demonstrated Project Management experience, including an ability to effectively manage project timelines, plans and deliverables.
- Exercise independent judgement and make autonomous decisions about how best to advance work to achieve defined milestones or goals.

BUDGET AUTHORITY: If this position has authority to commit agency operating money, indicate the following:

Note: If additional rows of the below table are needed, place cursor at end of a row (outside table) and hit "Enter".

Operating Area	Biennial Amount (\$00,000.00)	Fund Type

SECTION 11. ORGANIZATIONAL CHART

Attach a current organizational chart. Be sure the following information is shown on the chart for each position: classification title, classification number, salary range, employee name and position number. See Chart Appended to Position Description

SECTION 12. SIGNATURES

Employee Signature

Date

Supervisor Signature

Date

Appointing Authority Signature

Date