



**STATE OF NORTH CAROLINA  
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**MEMORANDUM**

TO: County Managers  
Directors, Department of Public Health  
Directors, Department of Social Services  
Directors, Area Mental Health Programs  
County Human Resources Directors

FROM:   
Patrick McCoy, PHR  
Local Government HR Services

DATE: May 10, 2002

**SUBJECT: New Classification: Human Services Deputy Director**

Prior to the transfer of the local government personnel system from DHHS to the Office of State Personnel, staff in the former North Central Regional Personnel Office led a study team to determine the feasibility of establishing a Human Services Deputy Director classification for local jurisdictions. This role has existed informally in several local settings but has never been formally studied to determine whether or not it should be included in local pay plans. As a result of the DHHS study, HR staff proposed a concept for this role along with minimum requirements for recruitment. I am writing to make you aware of the recommendation and to provide information on the administration of the new Human Services Deputy Director class.

**RATIONALE FOR THE CLASS**

The Deputy Director role has been identified as an executive position with key administrative and program responsibilities in the management of a local human services agency. Duties and responsibilities typically result from direct delegation from the agency director, and they  
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are best characterized as senior management tasks deemed essential in the operation and management of a local human services agency. Another critical basis for the new role is the need for succession planning whenever agency director positions become vacant. The premise has been advanced that an existing Deputy Director would logically emerge as a leading candidate for such vacancies, and prior management experience in the local agency would provide ample opportunity for a prospective candidate to demonstrate his/her managerial proficiency and competency.

#### MINIMUM RECRUITMENT REQUIREMENTS

The design of the Human Services Deputy Director position classification includes the option of three different educational and experience requirements depending on the type of local human services agency. While each of the educational and experience patterns is distinct to the programmatic service area, they are similar in administrative/managerial experience requirements. Please see the attached class specification for details.

#### ADMINISTRATION OF THE CLASS

The proposed Human Services Deputy Director classification is similar to the Local Health Director and County Social Services Director classes that the State Personnel Commission approved effective October 1998. The Commission approved a similar non-graded class for the Area Mental Health Programs in 1990. These Director roles are not assigned to a specific pay grade in local pay plans; they are recognized as "NG" for "No Grade."

Similarly, the new Human Services Deputy Director class is recognized as "NG-T" in local pay plans since there is no designated salary grade for this class. As with the Director classes, however, it is necessary to establish salary thresholds to ensure appropriate pay relationships between the Director, Deputy Director, and highest program levels supervised. The salary range minimum for the Human Services Deputy Director class will therefore be established at least 10% but no more than 40% higher than the salary range of the highest level supervised by the Director. In Public Health settings, the highest level supervised does not include physicians, physician extenders and dentists. In Mental Health settings, the highest level supervised does not include physicians along with the option to also exclude Ph.D. psychologists. In no case, may the salary range minimum for the Human Services Deputy Director exceed that set for the Director.

Human services agencies that wish to allocate the new Human Services Deputy Director class to their pay plan must submit a current job description and organizational chart to the appropriate consulting team for review and analysis. Please ensure that your job description includes the appropriate minimum requirements for education and experience to reflect a public health, social services or area mental health setting.

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The new classification will appear in the local reporting package for fiscal year 2002-2003 and it will be assigned to occupational grouping 1604 effective May 1, 2002. If you have any questions regarding this new classification, please contact your designated local government consulting team.

PJMc

c: Thomas H. Wright  
State Personnel Director

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