



1. Q. Why consider a DCL Program?

A. The program offers several potential benefits for agencies and State Civil Service:

- Encourages highly skilled, technical employees to remain in government by providing expanded career opportunities.
- Discourages agencies from creating supervisory and managerial jobs just to be able to promote a good employee.
- Allows employees to remain in their chosen careers and not be forced to move into managerial jobs just to get a pay increase.
- Encourages employees to continually develop their skills and enhance their value to the organization.

2. Q. What challenges does it create?

A. The potential challenges associated with a Dual Career Ladder program. The most significant challenges are as follows:

- Employees and managers may have unrealistic expectations about the number of people who may become eligible for the DCL.
- The DCL may become a way to protect salaries of managers who have lost subordinates through lack of funding or reorganization.
- Specialized training necessary to become qualified for some DCL positions may not be readily available.
- Supervisors and managers may question the pay levels of DCL positions.
- Classification distinctions may be difficult to draw and defend.
- The existence of DCL positions may make supervisory and managerial positions more difficult to fill.
- The establishment and filling of DCL positions may incur some increase in personnel costs unless offset by a reduction in supervisory positions available.

3. Q. Where are Dual Career Ladders appropriate for use?

A. Dual Career Ladder jobs may be used in occupational fields that exhibits one or more of the following characteristics:

- Requires substantial technical or professional training and expertise.
- Is known for rapid innovation.
- Requires substantial professional training beyond the basic level.
- Possesses the potential for employees to receive national credentials or licenses.

4. Q. What would be some typical duty assignments?

A. Employees in a dual career ladder job may expect to be assigned duties such as:

- The most complex and sensitive assignments within the agency.
- Directing special projects dealing with highly complex and sensitive issues.
- Advising high-level agency officials on extremely complex and sensitive issues.
- Serving on national or regional committees in their area of expertise.
- Advising or consulting with other units, governmental agencies, private providers, or private industry with respect to their area of expertise.
- Serving as a court recognized expert witness.

5. Q. What policies will govern the Dual Career Ladder Program?

A. Each agency using a Dual Career Ladder job is required to establish a policy governing its use. That policy must be reviewed and approved by the State Civil Service Commission prior to implementation. Amendments to policies must be submitted for approval by the State Civil Service Commission prior to use as well.

At a minimum, the policy must address the following:

- Program goals and expectations
- Performance standards for eligibility
- Competitive Selection procedures
- Supplemental qualifications
- Scope of use, including location, percentage of DCL positions, and the applicable job series

6. Q. How does an employee get in?

A. Each agency must develop and administer selection procedures. Every employee entering must meet all minimum qualification requirements of the applicable job title and any supplemental requirements established by the agency. The employee would move into the program through existing rules governing filling positions.

7. Q. Can employees appeal to a DCL title?

A. Although SCS Rule 5.3 (b) provides employees a right to appeal to the Director of State Civil Service, employees must meet the agency's policy requirements as approved by the State Civil Service Commission.

8. Q. Can employees be reallocated from a non-DCL job title into a DCL job title?

A. No, DCL positions are typically a brand new concept, job or project, and therefore will be created as a new position, which must be filled on a competitive basis in accordance to SCS Rule 22.3 – Public Announcement of Job Vacancies.

9. Q. How many employees can move to a DCL job title?

A. It is recommended that agencies should not immediately maximize DCL use. Some slots should ideally be saved for new technology or a staffer who becomes an expert sooner than expected. A new State or Federal initiative might create the need for an additional expert.

Current DCL participation limits are set as either 25% of funded non-supervisory staff level positions or, 20% of all total positions in the job series. An excessive number of "experts" dilutes the value of the program and could create problems with filling necessary management vacancies.

10. Q. Can a DCL position have subordinates?

A. DCL positions exist as an alternative to the traditional supervisory promotional track for employees. As such, supervision is generally neither recommended nor required of DCL positions. In limited cases, a DCL incumbent might supervise one subordinate as a necessary element of the duties assumed by the position. However, these circumstances should prove the exception and expansion of supervisory responsibilities should be brought to the attention of the agency's assigned SCS Human Resources Consultant.

11. Q. Can a DCL position report to a supervisor at the same pay level?

A. Yes, although this is not recommended if the boss has the same credentials and technical skills as the DCL employee. If possible, the DCL employee should report to a higher level manager.

12. Q. If a DCL employee is removed from their current supervisor, reducing their supervisor's subordinate workforce, will the supervisor's allocation be lowered?

A. This is possible but unlikely. Unless the allocation was in doubt before the loss, one subordinate position may not be critical. In some cases, the agency may be able to replace the relocated position with a non-DCL employee. State Civil Service will strive to ensure that the program does not disrupt existing allocations as much as possible.

13. Q. If an employee can achieve higher pay without supervising, how will supervisory vacancies be filled?

A. If the program is successful, there will be fewer supervisory vacancies to be filled. Also, this program should only be available to a small percentage of employees (either 25% of funded non-supervisory staff level positions or 20% of all total positions in the job series. Additionally, more ambitious staff will be aware that the DCL program will only encompass the two lowest rungs of the managerial ladder.