



## Nursing Career Family LEVEL DESCRIPTIONS

### PURPOSE

Jobs in this family perform professional nursing services that directly and/or indirectly affect patient care and public safety. The jobs in this family are accountable for health maintenance/restoration, health promotion, disease prevention, and the quality of care delivered. This is accomplished by developing effective relationships that require care and compassion; partnering and collaborating with the healthcare community; educating; implementing, monitoring, adhering to nursing care standards and practices; and evaluating and/or participating in the development of nursing care policy.







**Nursing Career Family**  
**LEVEL 1 DESCRIPTION - Professional Track**  
Class Code: 802001 Nurse I  
Class Code: 802011 Exempt Nurse I

**N-1**

### Summary

Provides professional level nursing services that require the application of basic nursing principles, practices and techniques following established healthcare procedures and standards. Employees in this role usually operate in a patient care environment where the focus is on the healthcare of individuals. To be successful in this role, employees seek guidance and advice from more experienced colleagues and are focused on gaining the knowledge and experience to perform more independently and participate in work of higher complexity.

### Accountabilities

- Conducts ongoing psychosocial, physical and functional nursing assessments of individuals to determine needs.
- Develops plan of care and measurable outcomes to meet identified needs of individuals.
- Provides care within the plan to meet identified measurable outcomes.
- Effectively interacts with individuals, families, and members of the patient care team to support continuity of care.
- Documents nursing care and outcomes and maintains accurate patient records to enable continuity of care.
- Reviews and assesses effectiveness of nursing interventions and progress towards meeting outcomes of care.
- Delegates appropriately and supervises delegated tasks.

### Competencies

- **Attention to Detail:** Shows concern for all aspects of tasks
- **Communication:** Clearly conveys information to others and checks for understanding
- **Empathy:** Senses and understands others' concerns and feelings
- **Expertise:** Develops self to expand own knowledge, applies it, and shares with others
- **Initiative:** Sets goals and puts forth the effort required to achieve them
- **Integrity:** Conducts work in an honest, ethical, responsible, and committed manner
- **Organization:** Plans ahead, sets priorities, and works in an orderly manner
- **Teamwork:** Works cooperatively with coworkers and treats them with respect

### Job Knowledge (typical education/experience needed for entry into the level)

Registered Nurse License and Associates Degree, Bachelors Degree, or 3-year Diploma.

### Career Development

This role provides the opportunity to gain nursing experience, build competence, and begin a long-term career with the State. The State offers unique nursing opportunities at this level by focusing on special and/or underserved individuals.

To develop proficiently in this role, it will be important to develop a support system within own area, department, and/or larger organization, move from operating in a dependent to an independent environment, learn how to set priorities and organize work, have confidence in own abilities, and effectively communicate with others.

For movement to the next level, an employee will need to demonstrate excellent/outstanding practice and the full range of supporting behaviors, independent decision-making and judgement, an awareness of what one does not know and where to find needed information, initiative beyond job expectations, and the desire to progress.





**Nursing Career Family**  
**LEVEL 2 DESCRIPTION - Professional Track**  
Class Code: 802002 Nurse II  
Class Code: 802012 Exempt Nurse II

**N-2**

### Summary

Provides professional level nursing services, either directly or indirectly, that require analysis, judgment, and discretion within the framework of defined policies, procedures, practices, and standards to determine the general approach for a given situation. Employees in this role operate in an environment where the focus is on the healthcare of individuals/families/populations and where assessment of situations and information requires an analysis of a variety of factors. While employees in this role seek advice and guidance on complex issues or situations, this role is for an experienced nurse who has demonstrated competency in healthcare principles, practices and/or related federal/state laws and regulations.

### Accountabilities

- Conducts or reviews ongoing psychosocial, physical, and/or functional nursing assessments of individuals/families/populations to determine a plan of action/intervention.
- Conducts ongoing assessments of care delivery processes of a particular healthcare population to promote change that will support desired outcomes.
- Researches and analyzes alternative interventions to meet individual/family/population needs and outcomes.
- Provides or coordinates plan of care for individuals/families/populations to meet needs and measurable identified outcomes.
- Initiates, coordinates, and facilitates the collaboration of healthcare team members and families/populations to ensure the continuity of care.
- Reviews records, practices, and/or operations to assess the quality of care and to ensure appropriate inter-disciplinary communication for the continuity of care.
- Reviews and assesses effectiveness or compliance of multi-disciplinary care interventions and progress towards meeting outcomes of care; revises plan of care or identifies corrective measures for compliance or to prevent the spread of disease and illnesses.
- Provides technical assistance and information that contributes to the development of wider solutions or approaches to healthcare issues and situations.
- Provides orientation and mentors/preceptors junior colleagues, interns, and/or students to develop and prepare quality practitioners.

### Competencies

- **Attention to Detail:** Shows concern for all aspects of tasks
- **Communication:** Clearly conveys information to others and checks for understanding
- **Decisiveness:** Exercises sound judgment and makes timely, well-informed decisions
- **Empathy:** Senses and understands others' concerns and feelings
- **Expertise:** Develops self to expand own knowledge, applies it, and shares with others
- **Initiative:** Sets goals and puts forth the effort required to achieve them
- **Integrity:** Conducts work in an honest, ethical, responsible, and committed manner
- **Organization:** Plans ahead, sets priorities, and works in an orderly manner
- **Relationship Building:** Builds, maintains, and strengthens relationships with others who can provide support
- **Teamwork:** Works cooperatively with coworkers and treats them with respect

## **Job Knowledge** (typical education/experience needed for entry into the level)

Registered Nurse Licence and Associates Degree, Bachelors degree, or 3-year Diploma plus additional education with 2-4 years of progressive experience at Level 1 of the Nursing Job Family.

All certificates and/or tests required for performance at this level must be obtained and/or completed.

## **Career Development**

This role provides the opportunity to gain competence or expertise in an area of practice, build confidence in own abilities, practice more independently, share knowledge, and impact changes in quality of care. The State offers unique nursing opportunities at this level by focusing on special and/or underserved individuals/families/populations.

To develop proficiently in this role, it will be important to expand focus of practice to be inclusive of individuals, families, and populations; develop key relationships to facilitate one's effectiveness in performing responsibilities; and maintain initiative toward professional development and growth.

For movement to the next level, an employee will need to demonstrate excellent/outstanding practice and the full range of supporting behaviors, an ability to think outside the box and identify solutions or new approaches, analyze situations and make quality decisions quickly, motivation to develop other professionals, initiative beyond job expectations, and the desire to progress.



**Nursing Career Family**  
**LEVEL 3 DESCRIPTION - Professional Track**  
Class Code: 802003 Nurse III  
Class Code: 802013 Exempt Nurse III

**N-3**

### Summary

Provides specialized or advanced nursing services, either directly or indirectly, that require considerable independence in the exercise of judgment in determining approaches and in the interpretation of standards of practice, policies and regulations. Employees in this role operate in an environment where the focus is on the healthcare of individuals/families/populations/communities, involving a variety of diverse and complex factors and situations. While employees in this role seek advice and guidance of senior colleagues or management on unusual problems or matters affecting general policy, this role is for an advanced professional who has thorough nursing knowledge and the ability to function in an operational or functional advisory capacity and/or function as a technical or project/program lead and can modify or develop new procedures to meet specialized needs.

### Accountabilities

- Identifies needs and conducts or reviews ongoing psychosocial, physical, and functional nursing assessments of individuals/families/populations/community to determine a plan of action/intervention.
- Analyzes data and research findings to determine approaches and strategies to meet needs of individuals/families/populations/community.
- Utilizes assessment findings to determine strategies that will ensure quality of care.
- Coordinates plan of care for individuals/families/populations/communities to meet identified needs and measurable outcomes.
- Interprets standards of practice to ensure quality implementation; provides consultation and education to individuals/families/populations/community on safe and effective care practices.
- Recommends public policy to improve quality of care.
- Convenes stakeholders to enhance wellness of individuals/families/populations/providers/communities.
- Assesses appropriateness and analyzes, evaluates, and documents healthcare practices through quality assurance observations, documentation reviews, etc., to identify areas of improvement and to ensure policies, procedures, and scope of practice are followed.
- Reviews, assesses, and analyzes findings to determine and recommend community/provider system changes and/or utilizes evaluation outcome to develop plans that will enhance services.
- Serves as a technical resource by applying specialized knowledge and expertise to provide consultative advice on specific technical or regulatory issues.
- Provides the structure, role development, policies and procedures for programs and/or healthcare team operations to exist and meet goals.
- Provides technical guidance, direction and reviews the work of colleagues to ensure quality and performance in accordance with rules and regulations. May provide input into performance reviews.

### Competencies

- **Assertiveness:** Acts with confidence and completes work independently
- **Creativity:** Generates and tests innovative ideas and solutions
- **Developing Others:** Plans and supports the development of others
- **Empathy:** Senses and understands others' concerns and feelings
- **Expertise:** Develops self to expand own knowledge, applies it, and shares with others
- **Influence:** Gains acceptance or support for ideas, projects, and solutions
- **Initiative:** Sets goals and puts forth the effort required to achieve them
- **Integrity:** Conducts work in an honest, ethical, responsible, and committed manner
- **Problem Solving:** Recognizes and evaluates problems, and recommends sound solutions

### **Job Knowledge** (typical education/experience needed for entry into the level)

Registered Nurse Licence and Associates Degree, Bachelors Degree, or 3-year Diploma plus additional education with 5-8 years of progressive experience at Level 2 of the Nursing Job Family.

OR Masters degree with 3-5 years of progressive experience at Level 2 of the Nursing Job Family.

All certificates and/or tests required for performance at this level must be obtained and/or completed.

### **Career Development**

This role provides the opportunity to develop within a specific area of specialization or focus; have greater independence in decision making; gain the ability to display technical leadership, particularly in the form of guidance and mentorship of junior level colleagues; and an opportunity to be instrumental in implementing change and to transcend boundaries for the greater good of the public at large. The State offers unique nursing opportunities at this level by focusing individuals/families/populations/communities.

To develop proficiently in this role, it will be important to expand focus of practice to be inclusive of individuals, families, populations, and communities; build credibility within own area, adjust to and operate in an unstructured environment, seek opportunities for growth and advancement in knowledge and behaviors both within and outside the Nursing Family.





**Nursing Career Family**  
**LEVEL 1 DESCRIPTION - Managerial Track**  
Class Code: 802101 Nursing Manager I  
Class Code: 802111 Exempt Nursing Manager I

**NM-1**

**Summary**

Leads a team and coordinates work responsibilities of professional and vocational staff within a specific healthcare unit or area. This is the first level of supervision where the employee has both technical and administrative responsibility for staff. Work at this level is guided by healthcare and organizational policies, procedures, and regulations and requires knowledge of the legal scope and standards of nursing practice and facility licensure and certification requirements.

**Accountabilities**

- Communicates goals and expectations to team members.
- Creates a positive work environment that maximizes the strengths of members and focuses on individual and team developmental areas in order to increase the capability of staff and to ensure delivery of quality care.
- Engages in effective people management activities such as interviewing, hiring, and training, including personnel actions such as performance reviews and corrective action to ensure adequate and competent staff.
- Coordinates team and all activities, including assigning and reviewing work, with the aim of providing the highest quality of care. Integrates team activities to resolve both routine and complex issues and situations.
- Monitors the performance of individual team members, provides guidance and coaching, and motivates them to achieve their performance objectives.
- Plans, directs, and utilizes available resources to ensure work is completed and services are delivered in accordance with pre-established policies, procedures, and regulations.
- Educates staff to ensure safe practice and competence.
- Serves as a resource to solve a wide variety of multidisciplinary and complex problems; acts as a technical reference for the team.
- Evaluates standards of practice and quality of care to ensure program effectiveness and to identify opportunities for procedural improvement; recommends modification to standard procedures.
- Ensures documentation, delivery of care, and expected outcomes are in accordance with policies, procedures, and regulations of assigned unit/area.

**Competencies**

- |                                   |                               |
|-----------------------------------|-------------------------------|
| ▪ Displays Integrity & Commitment | ▪ Exercises Due Diligence     |
| ▪ Acts Decisively                 | ▪ Focuses on Customer Needs   |
| ▪ Builds Strong Alliances         | ▪ Achieves Successful Results |
| ▪ Demonstrates Astuteness         | ▪ Communicates Powerfully     |
| ▪ Builds Competence               | ▪ Develops Successful Teams   |

**Job Knowledge** (typical education/experience needed for entry into the level)

Registered Nurse Licence and educational qualifications and experience similar to those required for an Nurse Level 2 or 3 in the Nursing Family plus additional supervisory training.

Requires technical knowledge about the work to be done and about the process.

**Career Development**

This role provides the opportunity to develop leadership behaviors and abilities, gain management experience, and improve delivery of care processes. Opportunities at this level include increased autonomy and responsibility for the development and nursing proficiency of individual team members and the team as a whole.

To develop proficiently in this role, it will be important to gain knowledge of organization policies and procedures for recruiting, selecting, orienting, and developing performance of employees; assess staff abilities, monitor quality of service delivery, and build a strong team by seeking needed resources/developmental opportunities, utilizing complementary strengths of individuals, and addressing problems.





**Nursing Career Family**  
**LEVEL 2 DESCRIPTION - Managerial Track**  
Class Code: 802102 Nursing Manager II  
Class Code: 802112 Exempt Nursing Manager II

**NM-2**

### Summary

Coordinates work responsibilities and leads teams comprised of primarily professional staff, and may oversee the first level of management/supervision in the Nursing Job Family. Employees in this role provide day-to-day supervision within many healthcare units or program areas where the focus of practice is broad and wide coordination of activities is required; employees at this level also contribute multidisciplinary policy decisions. Work at this level requires thorough knowledge of the legal scope and standards of nursing practice and facility licensure and certification requirements, the ability to address broad operational issues, and the authority to make short-term operational decisions.

### Accountabilities

- Delegates supervision and/or coordinates activities across a broad area with the aim of providing quality of care.
- Conducts needs assessment within area of responsibility; develops a direction and plans for meeting identified goals and objectives.
- Promotes the larger vision and direction to team members and creates a positive work environment that maximizes the strengths of members and focuses on individual and team developmental areas in order to increase the capability of staff and ensure delivery of quality care.
- Manages and engages in effective people management activities such as interviewing, hiring, and training, including personnel actions such as performance reviews and corrective action to ensure adequate and competent staff.
- Monitors the performance of the units/program areas, provides guidance and coaching, and motivates individuals and teams to achieve their performance objectives.
- Plans, directs, and utilizes available resources across a broad area of responsibility to ensure work is completed and services are delivered in accordance with pre-established policies, procedures, and regulations.
- Educates professional staff and/or Level 1 management of the Nursing Job Family to ensure safe practice and competence.
- Provides technical guidance and serves as a consultant for a wide variety of multidisciplinary situations, complex problems, and in the development of services and initiatives.
- Identifies areas of need, initiates and writes internal/local policies for units/programs.
- Ensures documentation, delivery of care, and expected outcomes are in accordance with policies, procedures, and regulations of assigned units/programs.
- Analyzes and evaluates changes to operations and makes recommendations for wider improvements to quality, cost, efficiency and staffing.
- May manage budget and fiscal operations for assigned units/programs to ensure proper expenditure of funds.
- May initiate, write, and submit grant applications or other alternative sources of funding.

### Competencies

- Displays Integrity & Commitment
- Acts Decisively
- Builds Strong Alliances
- Demonstrates Astuteness
- Builds Competence
- Exercises Due Diligence
- Focuses on Customer Needs
- Achieves Successful Results
- Communicates Powerfully
- Develops Successful Teams

**Job Knowledge** (typical education/experience needed for entry into the level)

Registered Nurse License and educational qualifications and experience similar to those required for a Nurse Level 2 or 3 in the Nursing Family plus additional supervisory training and 5-8 years of relevant experience.

OR 3-5 years of progressive experience at Level 1 Management of the Nursing Job Family.

**Career Development**

This role provides the opportunity to gain advanced leadership behaviors and abilities, build a large team of professionals, and to affect patient care and outcomes. Opportunities at this level involve collaborating with administrators to establish goals and objectives and to improve staff proficiency and nursing practice by identifying and addressing quality assurance issues and performance improvement.

To develop proficiently in this role, it will be important to establish direction and coordinate the needs of multiple areas and disciplines, balance needs of upper level management and employees, analyze multiple factors to make effective change, and to gain knowledge of budget management.



## Nursing Career Family LEVEL 3 DESCRIPTION- Managerial Track

# NM-3

**Class Code: 802113 Exempt Nursing Manager III**

### Summary

Leads and integrates a number of technical/professional teams and may oversee the first and/or second levels of management/supervision in the Nursing Job Family. Employees in this role coordinate the daily operations and have direct and/or indirect nursing and administrative responsibility for a healthcare agency or program where coordination of activities across all units or program areas is required. Day to day operational responsibility consists of initiatives with a heavy tactical focus but within the context of understanding likely long-term developments. Work at this level requires thorough knowledge of the legal scope and standards of nursing practice and facility licensure and certification requirements, the ability to address broad operational issues, and the authority to make operational decisions.

### Accountabilities

- Overall responsibility for nursing policy and procedures and compliance with regulatory standards for an entire healthcare agency or program.
- Serves as a member of the leadership team and participates on various committees and task forces.
- Delegates supervision and/or coordinates activities across a broad, well-defined agency/program with the aim of providing quality of care while balancing costs, practices, and staffing.
- Participates in the development of a vision and direction for teams and creates a positive work environment that maximizes the strengths of members and focuses on individual, team, and organizational/program-wide developmental areas in order to increase capabilities and ensure delivery of quality care. Identifies needed skill sets and actively manages staff requirements.
- Leads the planning, coordinating, scheduling, and managing of resources, considering the future care needs, as well as the needs of the agency/program.
- Establishes and prioritizes agency/program-wide initiatives or action plans to ensure healthcare needs are met. Analyzes and evaluates changes to operations and implements improvements to quality, cost, and efficiency.
- Manages and engages in effective people management activities such as recruitment, interviewing, hiring, training and retention, including personnel actions such as performance reviews and corrective actions to ensure adequate and competent staff.
- Educates managers and/or professional staff to ensure safe practice and competence.
- Serves as clinical nursing authority, researches nursing techniques and technology and cascades knowledge through agency/program; and manages agency/program through integrated approaches to healthcare.
- Identifies areas of need, initiates and writes internal/local policies for units/programs; provides recommendations for new legislation and/or rule promulgation.
- Ensures documentation, delivery of care, and expected outcomes are in accordance with policies, procedures, and regulations of entire healthcare agency and/or program.
- Collaborates with other organization healthcare operations or State programs to ensure quality of care.
- Develops budget projections and manages budget(s) for assigned agency/program to ensure proper expenditure of funds.
- Initiates, writes, and submits grant applications and determines the distribution of grant funds or other alternative sources of funding.
- Prepares required reports and serves as liaison to various regulatory bodies such as the State Board of Nursing and/or Veterans Administration.

## Competencies

- Displays Integrity & Commitment
- Acts Decisively
- Builds Strong Alliances
- Demonstrates Astuteness
- Builds Competence
- Exercises Due Diligence
- Focuses on Customer Needs
- Achieves Successful Results
- Communicates Powerfully
- Develops Successful Teams

## Job Knowledge (typical education/experience needed for entry into the level)

Registered Nurse licence and 3-5 years of progressive experience at Level 2 Management of the Nursing Job Family.  
OR Masters degree plus 3-5 years of relevant experience.

## Career Development

This role provides the opportunity to oversee and manage the daily operation and resources of an agency or program in regards to nursing care, policy, and regulation. Opportunities at this level involve the need to create a vision and to develop and initiate broad changes to policy and the provision of care.

To develop proficiently in this role, it will be important to articulate goals and objectives, build and strengthen relationships with the community and key State stakeholders, research nursing best practices, and gain knowledge of budget development.