

LIST OF TOTAL NUMBER OF EMPLOYEES FOR EACH SOE

S.No.	Company	Date	F A C T O R Y								Admin- stration	Total
			E	M	P	L	O	Y	E	E		
1.	Biological Survey	15/3/04	Samawa Salt	Basrah Salt	Sodium Sulphate		Western Desert				775	1151
			63	55	104		154					
2.	Northern Cement Camp	15/12/03	Old Haiman	New Haiman	Old Badash	Badash Ecl.	New Badash	Sinjar			344	2241
			409		153	340	405	690				
3.	Southern Cement Cam	15/2/14	Najaf	New Kufa	Karbala	Muthana	Al-Janoob	Al-Sada	Um Qasir	Lime	266	5294
			377	1441	1064	815	582	417	24	308		
4.	Taji Cement Camp	29/2/04	Kubaisa	Al-Raiin	Kirkuk	Fallujah						
			702	519	635	462						
5.	St Camp for Construction	15/2/04	Mahawel	Qadisiya	Abu Nawas	New Bagh	Karbala Sand	Nuhai	Marble	Concrete Portal Frame 49	2097	3353
			226	258	262	173	185	103				
6.	Glass & Ceramic	15/12/04	Sheet glass	Bottle & Jar	Floor Tile	Sanitary	Tableware	Total?				2302
			160					3370				
7.	Refractory Indst.	29/2/04	Fallujah	Dorah								703
			593	110								
8.	Baghdad Furniture											
9.	Woolen St. Camp	15/9/2004	Taji	14 Ramadan	30 July	Mechanical Carpet	Fitted Carpet	Nassirya	1 June		177	3400
			237	612	337	625	102	870	440			
10.	Hilla Textile Indst.	15/3/04	Plain woven fabrics	Velvet and Jacquard								2687
			2605									
11.	Leather Industry	15/1/04	Shoes	sport shoes	School bags	Leather garment					62	2774
			1437	487	788							
12.	Cotton Industry	15/9/03	Bagh. Factory	Medical Product		Divisiya					1906	6914
			2075	344		2589						
13.	Ready Made wears	29/2/04	Mosul Garment	Najaf wear	Baghdad Tent	Anna					283	3396
			1019	1710	265	119						
14.	Hand made Carpets	29/2/04	Baghdad East	Madhakiya	Hilla	Karkuk	Mosul	Anna	Rawa			768
			75	230	210	88	64	52	49			
15.	Wool Textile Indst.	15/3/04	Cotton weaving & knitted	Factories								
			3257									
16.	Dairy Products	29/2/04	Abu Ghraib	Mosul	Qadisiya	Baby Milk					556	1860
				1304								
17.	Vegetable Oil	15/3/04	Al-Rasheed	Al-Mamoon	Al-Farabi	Al-Ameen	Al-Mutassarim	Al-Mansour			138	3299
			863	924	155	324	450	395				
18.	Sugar Indst.	15/3/04	Yeast Fact.	Mosul Sugar	Sugar Fact.	& Cane Fact.						1710
			565			1155						
19.	Tobacco & Cigarettes	15/3/04	Baghdad East	Al-Nasir							488	2403
			945	970								
20.	Samawa Drug Camp	15/1/04	Samawa	Baghdad	Babylon							2535
				2904								

Serial No.	Company	F A C T O R Y										Admini- stration	Total
		N O O F E M P L O Y E E											
21-	Ninawa Drug Comp	15/3/04	Dumps Fact.										921
			272										
22-	Batteries Indust.	3/11/04	Babil 1	Babil 2	Al-Nawar	Smelter							1906
			1028	336	306	236							
23-	Mishraq Sulphur	15/3/04	Sulph. Prod.	Sulphur Mining	Alum Plant	Supplies							1256
			1083	53	40	79							
24-	That-Al-Sawary	15/3/04	Al-Ichad	Int. Fact.	That Sawary	Rock wool						322	930
			191	93	257	67							
25-	Phosphate St. Camp.	15/3/04	Phosph. Complex	Al-Kashat								526	3115
			2589										
26-	Paper Industry		Baalal	Musann	Taji							65	3660
			2274	941	380								
27-	Petrochemical Ind.												3914
28-	Southern Fert.	15/1/04	Fert. Plant									59	2549
			2490										
29-	Northern Fert.	15/10/03	Fert. Plant										1297
			1297										
30-	Rubber Indust.	15/12/03	Factories										1232
			1232										
31-	Tyre Industry	15/10/03	Babylon Tyre	Reclaim Fact.	Rubber Goods							1620	2752
			660	58	414								
32-	Furat St. Camp.	15/1/04	Chemical Fact.	Sacks Fact.	Starch								1779
			667	835	277								
33-	Ibn-Sina	15/10/03	Diff. Products										587
			587										
34-	Vehicle Industry		Buses	Trucks	Engines	Reh. mach.	Boat. Sect.						2694
			962	720	340	336	336						
35-	Diyala St. Camp.	15/3/04	Dist. Trans.	Power Trans.	Electric Meter	Optic Fibre	Argon	Ceiling Fans	Iron Fact.	Spark Plug	1089	2218	
			349	193	165	43	33	191	83	72			
36-	Iron & Steel	15/10/03	Steel plant	Rolling mill	Sparger iron	Pipe plant							4988
						70,5000							
37-	Mechanical Ind.	15/2/04	Tractors	Agric. implement	W. pumps	Irrigat. imp.							3758
			3758										
38-	17th April	30/9/03	Precise Casting	Alum. Casting	Traction Sign	Medals						94	825
			289		174	268							
39-	Electrical Indst.		Fans	Water Pump	Motors	Luminaires	Street Fitting	Melard	Tammoz	Al-Fatih circuit br.	1628	3508	
			99	49	150	56	44	155	162	117	27		



Serial No.	Company	F A C T O R Y							Administration	Total
		E M P L O Y E E								
40	Al-Faris									1309
41	W. St. Comp.	15/1/04	Alum.	Cables						3662
			1472	2190						
42	Nassir	15/3/04	Steel Str.	Steel Found	Central tool				642	2492
			650	700	500					
43	Al-Sumood	15/3/04	overhead crane	Steel Str.	Galvanization	Universal Forging 200	closed die Forging 90	Heavy Painting 185	901	1736
			140	120	100					
41	Heavy Engineering Eq.	15/3/04	Heavy Equip	P. vessel & Tanks	Boiler Fact.				1063	2104
			470	397	174					
43	General Syst. Comp.	15/2/04	Comp							826
			826							
41	Cont. Elect. Indst.		Company F.	Main Fact.	Lamp Fact.					
			23	367	601					

**1-Apr-04**  
**Salary Allocations for April 2004 in Millions of New Iraqi Dinar**  
**\*includes increase for new salary scale (in Baghdad allocation unless otherwise specified)**

[illegible]



CERTIFICATE OF AUTHORITY

Hereby certifies that, A.E. Dunbar, assigned John Dunbar, to perform the necessary work in order to present the rights regarding the interests from money in the John Dunbar of the authorized under any circumstances to sign contracts in behalf of the company and to provide with the company's resources. John Dunbar's name is hereby set, it is that the necessary releases to correct the errors in the said documents which are done under and according to the principles presented to him by him in the below mentioned regions of law.

John 15 SEP  
Kathie 15 SEP

John Dunbar and his team join in with the Secretary of Mining and Minerals, Ministry of Finance, Ministry of Petroleum, CPA (Canadian Professional Association) and Western Bank while performing his job.

(b)(6)

BASA RADIATOR  
CASH AND/OR OTHER ASSETS

No.	Company Name	# of Employees	Employees Name	September Payment	October Payment (ID)	Reasons behind not being paid.	Comp. Document	Date of Document	Notes
8	State Co. for Petrochemical Industries	170 totally		\$ 10,200		back to work			By CPA Order
4	Taji Company	819 totally		\$ 39,789	86,400,000	Salary of school ac	185	11/18/2003	
	Appointed	383		\$ 20,568	72,678,000				
2	Al-Mishraq Sulfur Company in Mosul	6 totally		\$ 300	960,000	Centrally appointed	153	9/27/2003	New Appointing
3	Southern Cement State Company in K	17 totally		\$ 2,600	2,430,000	Centrally appointed	3989	10/13/2003	Oct Paym't \$1620
3	Southern Cement State Company in K	1 Laith Kadhim At		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
3	Southern Cement State Company in K	1 Adil Shakir A. Al		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
3	Southern Cement State Company in K	1 Ahmed Zeki Ha		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
3	Southern Cement State Company in K	1 Umran Hadi Ha		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
3	Southern Cement State Company in K	1 Muhammed Jas		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
3	Southern Cement State Company in K	1 Mahmood Husa		\$ 60	160,000	Centrally appointed	2932	10/8/2003	vocational training
4	State Co. for Paper Industries in Basra	20 totally		\$ 1,200	28,880,000	Centrally appointed by MOP			
5	Wassit State Co. for Textile Ind.	4 totally		\$ 124	640,000	Centrally appointed	2790	10/23/2003	
6	Wassit State Co. for Textile Ind.	29 totally		\$ 1,704	4,640,000	Centrally appointed by MOP		1/9/2003	vocational training
7	State Co. for Petrochemical Industries	48 totally		\$ 2,880	768,000	Centrally appointed	2939	10/26/2003	
8	Al-Furat Company in Babil	29 totally			3,000,000	Centrally appointed by MOP			
12	State Co. for Iron and Steel	109 totally		\$ 6,540	17,440,000	Centrally appointed	615	11/8/2003	
13	St. Co. for Drug Industries in Nanawa	2 totally		\$ 120	320,000	Centrally appointed	3374	11/5/2003	
14	State Co. for Batteries Industries	17 totally			2,920,000	Centrally appointed	7846	11/18/2003	
15	Industrial Development	1 Jasim Kasid.			260,000	Centrally appointed	2914	11/18/2003	
17	State Co. for Textiles	4		\$ 120	260,000	Centrally appointed	3115	11/18/2003	
7	Southern State Co. for Fertilizers in Ba	77 totally		\$ 4,620	7,700,000	Company Appointe	2755	11/18/2003	
8	Al-Furat Company in Babil	14 totally			1,500,000	Company Appointe	2931	11/13/2003	
	Salary Variance	153		\$ 240	9,980,000				
17	State Co. for Textiles	1 Mukdad Jabir			160,000	did not receive salary because on leave			
7	Wassit State Co. for Textile Ind.	1 Jabir Youisif			400,000	Difference in Salary			
10	Northern Cement Company (Mosul)	1 Husain Muhsin			400,000	Difference in Salary			
11	Minsitry Head Quarters	3 totally		\$ 240	200,000	mistakes in salaries 2688 & 536		11/18/2003 & 9/5/2003	
7	Southern State Co. for Fertilizers in Ba	147 totally			8,820,000	Ramadan payment	2755	11/18/2003	
	Prisoners of War	10		\$ 4,010	900,000				
2	Al-Mishraq Sulfur Company in Mosul	1 Jawdat Istifan		\$ 230		Prisoners of War	113	8/20/2003	Not Received
7	Southern State Co. for Fertilizers in Ba	3 totally		\$ 1,020	900,000	Prisoners of War			450,000 ID April
12	State Co. for Iron and Steel	6 totally		\$ 2,760		Prisoners of War	650	11/6/2003	



Transfers	175	\$	6,840	255,100,000	
9 17 Nissan State Co.	1 Ahmed Hamza	\$	120	260,000	1758 11/12/2003
total	1711	\$	81,767	425,318,000	
			\$	283,545	

**SOE Salary Sheet**[illegible]



**SOE Salary Sheet**[illegible]

## **State Owned Enterprises**

**Objective:** Formulate options to present to Bremer for a decision on SOE salary policy to be implemented this month.

We must have **data** on the SOEs – in theory, no SOE should receive support if it has not responded to MOF request.

**Guidance from Bremer** – no SOE employees should be paid less than now.

### **A few preliminary options for salaries**

#### **Option 1: All get 11-tier**

Pay all SOEs on the 11-tier salary regardless of status.

#### **Option 2: Working SOEs get 11-tier**

Any SOE already paid at 11-tier salary in Jan or Feb to continue on 11-tier.

Any working SOE to pay its employees 11-tier salary.

Any non-working SOE to keep its employees on 4-tier salary.

#### **Option 3: Working SOE employees get 11-tier**

Any SOE employee already paid at 11-tier salary in Jan or Feb to continue.

SOE employees who are currently "working" may be paid the 11-tier salary.

Definition of "working" to be resolved.

#### **Option 4 (from Iraqi Finance Ministry)**

All SOEs to receive central funding for 4-tier salary.

Any SOE making a cash surplus (cash revenue in excess of cash paid out for operating expenses) may use that surplus to pay 11-tier salaries.

In this case, could define as being all employees or "working" employees.

### **Risks to consider**

- Public unrest now (if workers get less than expected).
- Public unrest later (if Iraqi government needs to reduce salaries).
- Increased salaries means decreased capital expenditure.
- Viability of SOEs when state support is removed (salaries are too high to compete with private sector).
- What the Iraqi MOF wants to do, and may do anyway in July.
- Incentives to work.
- How to handle the never-viable SOEs.
- Cost to the central government and economic deadweight loss.





Ref No. 297  
Date: December 14, 2003

FOR: Iraqi Ministers  
FROM: Mr. Kamil Mubdir al-Gailani, Minister of Finance  
SUBJECT: End of the year budget considerations

Dear Colleague,

Under the current budget laws, the Iraqi budget operates on a cash basis. Spending approval for amounts allocated for a budget year are not automatically transferred to the next year if not spent by December 31. Unspent balances will remain in your Ministry's bank account and can be drawn down without interruption, but the law requires that these balances be deducted from your 2004 allocations.

One exception provided by existing budget law is made under the accruals basis amendment. This allows a Ministry to accrue budget balances for capital projects on which work has been completed but paperwork processing remains unfinished at year's end. Evidence of this project status, which will be reviewed by the Board of Supreme Audit, will be required so that these capital balances are exempt from deduction from the 2004 allocation.

The law also allows me in certain circumstances to provide additional allocations in the next year's budget where a Ministry was unable to spend it all in the budget year.

In a normal year, such exceptions would be limited, however, we all know that 2003 has been an extraordinary year. In this context, I plan to approve most requests to increase funding in 2004 that is unspent in 2003.

To do this in accordance with the law, I require your assistance. In particular, I would be grateful if your Ministry's finance department could prepare an initial trial balance and statement accounting for 2003 budget expenditures and forecast of remaining balances, as well as a brief statement on why it was not expended in 2003. I have directed my staff to help their counterparts in your Ministry in any way they can to accomplish this task.

With close cooperation we can ensure that the rebuilding of Iraq continues uninterrupted.

Sincerely,

Mr. Kamil Mubdir al-Gailani  
P.P. Minister of Finance

F. J. Rabia

14-12-2003

A. Al-Hadi  
A. Z. Jaffar  
14-12-2003

(b)(6)

**From:** (b)(6)  
**Sent:** Tuesday, March 16, 2004 9:51 PM  
**To:** (b)(6)  
**Cc:**  
**Subject:** SOE 2003 Carry over

Dear (b)(6)

At the end of the year I explained to (b)(6) that the carry over was intended to be for those funds for which a demonstration of need has been given (as mentioned in the enclosed letter). The fw: MIM Budget shortfall is from Brad Jackson asking about this shortfall. As I explained to (b)(6) and (b)(6) this amount was not reallocated as the request of MIM did not demonstrate need for the remaining \$2.7M, per my instructions. Now it seems that the carry over is for the full amount of the remaining allocation. To my knowledge no letter requesting all of the remaining unspent capital for MIM has been submitted by the Iraqi MIM to the Iraqi MOF. The requested amount has thus been carried over, but not the amount for which demonstration of need was not given i.e. the remaining \$2.7 M. I therefore ask that a letter be submitted by your Iraqi counterparts for this remaining amount noting the intended usage you specified in the letter left on my desk this morning.

On another note, does anyone in your office have contact information for Glen Corliss.

(b)(6)

Advisor, CPA-Ministry of Finance (S210)

(b)(6)

3/17/2004



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

March 14, 2004

MEMORANDUM FOR: INTERIM IRAQI MINISTERS  
SENIOR MINISTRY ADVISORS  
REGIONAL GOVERNANCE COORDINATORS

SUBJECT: Allegations of Impropriety Regarding Oil-For-Food (OFF) Program

This memorandum responds to allegations of bribes, kickbacks and corruption in the administration of the United Nations OFF Program, and directs immediate actions necessary to facilitate investigations into these allegations.

The United Nations recently advised the CPA that the Office of the Under-Secretary-General for Internal Oversight Services is investigating allegations, arising from records from the former Iraqi Oil Ministry, that certain individuals, including U.N. staff members, purportedly received bribes in the form of oil and or money, in connection with their administration of the OFF Program. The Under-Secretary-General for Internal Oversight Services requested direct access to the individuals (including Ministry officials) who have raised these allegations, and to the relevant Ministry of Oil documents. Other investigative, auditing, intelligence and law enforcement organizations also may require access to ministry officials who possess information regarding these allegations, and to relevant ministry documents.

To facilitate any such investigation or audit of this matter, I am directing that the following actions be taken immediately:

a) Ministries will safeguard all information related to the Oil for Food program, including contracts, amendments and annexes to contracts, and supporting materials. These documents should be inventoried and recorded. Inventories should be provided to CPA as soon as possible. Irregularities including any evidence of bribes, kickbacks or corruption should be noted. CPA officials will review those inventories and may seek access to any or all records associated with the Oil for Food Program. Inventories will be provided to Mr. Jim Warlick, CPA Counselor. Follow-up will be coordinated by Mr. Warlick in conjunction with senior ministry advisors and the interim Iraqi ministers.

b) Senior ministry advisors will assist the interim Iraqi ministers in identifying any current ministry officials who may have knowledge of misconduct arising from the administration of the OFF Program, and will advise Mr. Warlick of the names of such officials, and their contact information, no later than March 21, 2004.

UNCLASSIFIED

Audits & oversight  
Any !!

(1) person in Ministry  
as POC ; e mail to  
Warlick ; (1) person on CPA/MOM  
staff

In view of the nature and seriousness of the allegations of misconduct, I expect all CPA officials to cooperate fully in carrying out the above-prescribed measures, and otherwise assisting in identifying, collecting and safeguarding all information relevant to this matter.

A handwritten signature in dark ink, appearing to read "L. Paul Bremer III".

L. Paul Bremer III  
Administrator





(b)(6)

**From:** (b)(6)  
**Sent:** Saturday, January 10, 2004 11:17 AM  
**To:** (b)(6)  
**Cc:**  
**Subject:** RE: Reclama for Water and Sewer Supplemental Project

(b)(6)

Can you look into (b)(6) request that this project, in northern Mada'in Qada, be added to the Baghdad Public Works project set for the supplemental?

A key related question is to confirm that the output of the Brick factories will be suitable for use in all the reconstruction projects that the supplemental will fund.

(b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** Friday, January 09, 2004 6:43 PM  
**To:** (b)(6)  
**Cc:**  
**Subject:** Reclama for Water and Sewer Supplemental Project

(b)(6)

After discussions with (b)(6) I seek your assistance/determination as to whether we can add a water and sewer project on the supplemental list funded through the PMO. The reasons for inclusion are very compelling:

Project: Tanmia's Industrial Park  
Project Rehab the looted Parks water purification (MB8495) and water treatment plant (MB8792)  
Project Cost \$10 million combined water and sewer

**Justification:**

The Park's tenants include 160 private sector brick factories and 40 private sector tanneries. These companies represent 85% of Iraq's output of bricks – a key commodity for rebuilding Iraq. Employment surges to 20,000 persons at this location in summer.

This Park does belong to one of Iraq's SOEs (the recommendation from Private Sector Development has been to reclassify as an Agency)... I only became recently aware of the project need within the Ministry (our focus remains with the factories). The old leadership of the Ministry did not prioritize this as a project worthy of Madrid. The SOEs have no operating or CAPEX budget for 2004 (only salary payment).

Would like to discuss next steps to obtain a formal approval (or disapproval)...

My intent is to find some pot of money to take care of this environmental hazard and limitation on production

Thanks

(b)(6)  
Deputy Advisor  
MIM

1/11/2004

2/5/04

### Let's pay them more!

**Prior salaries -** Professor \$4-6 a month  
Day labor \$2 a month and Graft  
Private in Army \$2.04 a year  
Policeman \$2 a month

**Current salaries -** Private Bank Branch Manager \$32 a month  
Private in Army - \$120 a month  
Professor - \$400+ a month  
Policeman - \$185 a month

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### Can we pay them more?

#### Iraq's GDP

Oil = \$13.7 Billion - \$2.1 billion (fuel imports)  
Other = \$0.3 Billion  
Total = \$11.9 Billion

#### Public Compensation

Public sector salaries \$2.548 billion (- 300,000 ghost workers)  
Pensions \$0.701 billion  
Total = \$3.249 billion ( 27% of GDP, 18% of Budget)

**FY 2004 Budget = \$18.316 Billion (\$4.373 billion deficit)**



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## Budget and Finance

Official Documents of the CPA  
Relating to Budget and Finance

- [Policy on Payment of Public Sector Pensions and Benefits for the 1st Qu](#)
- [1st Quarter Supplemental Budget Reports to Congress](#)
- [U.S. Treasury Department License](#) authorizing the Coalition Provisional and U.S. persons to do business with Rasheed Bank and Rafidain Bank
- [Transitioning to New Iraqi Dinar Financing](#) عربي
- [Policy on Public Security Sector Survivor Benefits](#)
- [Development Fund for Iraq \(DFI\)](#)
- [Restrictions on Hiring Iraqi Civil Servants](#)
- [Procedure for settling of outstanding obligations of budget organization: \(centralized finance\) and of state-owned enterprises \(self-financed\)](#)
- [2003 Budget](#)
- [2004 Budget](#)
- [Salary Reform](#)
- [Program Review Board](#)
- [New Currency](#)
- [December Salaries](#)  
سياسة دفع رواتب القطاع العام لشهر كانون الاول 2003
- [End of Year Budget Letter to Ministries](#)  
رسالة عن نهاية السنة الى الوزارات



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## Salary Reform

- [CPA Order 30: Reform of Salaries and Employment Conditions of State Employees](#)
- [Salary Implementing Instructions](#)
  - [Arabic Version](#)
- [Salary Progression Chart - Monthly salaries in Iraqi dinar](#)
- [Security Salary Matrix \(.pdf\)](#)
- [Cost Projections for Proposed Salary Structure](#)

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## SALARY IMPLEMENTING INSTRUCTIONS

The Iraqi Governing Council and the CPA Administrator have approved new instructions for the transition from the current structure to Iraqi civil servants and other Iraqi government employees. These instructions will provide implementing instructions for the transition from the current structure to a new structure.

The new salary scale is the result of extensive study and interaction of a Study Group composed of representatives of the Iraqi Ministries and government and outside parties brought in for the project. The Iraqi working group studied the issue for over a month and made valuable recommendations that form the basis for the plan.

The plan takes into consideration all those who are currently receiving salaries under the four grade program. Their salaries will remain at their current levels unless experience, productivity and performance will cause them to be slotted at a higher grade. Those grand-fathered under this save pay formula will remain at their pay level until promotion or longevity increases catch up to them. Thus all current Iraqi government employees will receive the same or greater pay under this system compared to the current system.

The new system is based on pay for work. No one will receive special bonuses or stipends. The workers pay will be based entirely on the base salary in the scale and other supplementary pays. The workers will be expected to work a normal Iraqi work week of at least 35 hours in order to be paid. Shift workers, those working overtime, and others will be compensated within salary scale limits by management decisions.

Transition to the new pay scale will take place over the next few months starting on 1 October 2003. The Iraqi task force is working on bench-mark job positions for managers in their decision about where an individual is placed on the scale. As Ministry of Finance and State owned industries complete their slate of employee assignments, the Ministry of Finance and Ministry of Planning will work together to ensure worker classification conforms to the affordability percentage per grade. If they do not, then the situation will be considered by the Iraqi Salary Working group to resolve the distribution either by reclassification of some workers or a nation-wide cross-leveling. Once these classifications are finalized, the new salary scale will enter into effect the next month for that particular organization. Salaries will be paid under the new scale and job classification until the end of October pay date. All wages will be paid in Iraqi Dinars. Payments taking place after October 15 will be paid with the new Iraqi dinar on a new basis.

Workers receiving their first month's pay under the new salary system will

provide recognizable photo identification. In subsequent payments, a bank account where workers would like future wages to be deposited will be required.

Ministries will provide workers' names, identification numbers to both the Ministry of Planning and the Ministry of Finance, and a new grade/step classification for each. Once it is ascertained that the Ministry or Agency's list and grade structure is complete and approved by the Ministry of Finance, the salary funds will be included in the Ministry or Agency's operating budget for each remaining month in 2003 and will be the basis for the budget line in the 2004 budget.

#### TIMELINES

A. Wednesday 3 September – The Iraqi Salaries working group finalizes benchmarking.

B. Thursday 4 September - A CPA Administrator order will be issued making the new system official. These instructions, the Administrator's order, and the salary scale will be discussed with CPA Senior Advisors at the weekly CPA economic meeting.

C. Sunday 7 September – A press conference will take place at 1000 announcing the new system, providing details on the new system. It will launch a broader strategic information campaign to disperse more information in coming weeks.

D. Saturday 6 September – 1 October - Ministries, Agencies, and commissions shall be instructed to start the classification of employees into the new scale. Upon completion, they will provide copies to the Ministry of Planning and the Iraqi Salary working group for review. This will ensure proper adherence to national-wide grade dispersion and affordability. Once approved, a copy will be provided to the Ministry of Finance for a final financial review.

E. 1 October- 1 January. Upon approval of the above ministries and working group, employees may be informed of their new salary. Employees can appeal their salary classification, writing through their management as outlined in the Administrator's order, but they will continue to be paid at their initial classification until their appeal is adjudicated. Those employees who do not continue/come to work at the new scale will be free to leave the civil service. However, firefighters, security guards and essential medical personnel will only be allowed to leave on duties with permission of their respective ministers. Employees of the CTF-7, security guards and municipal workers will be integrated into the new scale starting 1 October. Contract workers will continue to be paid according to their contracts by the contractor.

F. 1 October – 1 January. Salaries for approved Ministry/Commission salary classification will be implemented no later than the first day of the month following approval. Employees will be paid their new salary on the last work day of the month. Employees paid under the current pay system will be paid at that rate or the new scale whichever is higher. Employees under the four grade scale will remain at that rate until promotion or longevity/promotion for movement to a higher step or grade.

G. 30 October- 30 January. The first few payments will be in cash. Subsequent payments by direct deposit to an Iraqi bank account of the employees choosing. A full month's salary will be issued for a full month's work. Overtime may be paid by individual ministries or by compensatory time off. Their anticipated additional costs should be reflected in the proposals as a separate line under salaries and compensation.

G. 1 October – indefinite. New hires after the date of the CPA implementing order will be paid under the new scale.

the new salary rate as of 1 October. USAID (and their contractors) and CTF-7 will scales for new hiring after 1 October. NGOs, independent contractors and international organizations will be encouraged to use the rates. Accordingly, some jobs will start than under the current four grade scale.

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15 December 2003

MOF # 12-01

## Policy on Payment of Public Sector Salaries in December 2

This policy applies to all State employees and employees of State Corporations and self-financed entities. See below for more details.

**Freeze on Hiring and Promotions.** In accordance with the August 5 CPA OMB memo, Ministry, agency, company or other government organization may hire employees above the applicable end strength limit for that entity, as approved in the current FY Budget (effective July 1, 2003), except as approved by the Interim Minister of Finance. CPA Director of Management and Budget under the established procedures. Promotions are temporarily frozen.

**New Salary Scale.** Salaries will be paid in new Iraqi dinar at the new salary scale, Order No.30, provided that the proposed allocation of staff to grades on the new scale has been approved by the Ministry of Finance. In accordance with the relevant guidance, entities must submit copies of proposed Ministry reclassifications to Dr Sami Metti (Ministry of Planning), Mr Al-Hilfi (Ministry of Finance, Legal Dept), and Colonel Richard Re. CPA OMB/Finance) for final approval before any payments can be made under the new scale.

**Interim Salary Scale.** Employees of ministries that have not yet completed the transition to the new salary scale will be paid according to the following interim salary schedule, based on the interim salary schedule paid in April:

Salary Grade	Previous Civil Service Grade	November dinar pay scale	December dinar pay scale
Grade 4	6 and below	100,000	100,000
Grade 3	3-5	200,000	200,000
Grade 2	1-2	300,000	300,000
Grade 1	Director General or above	700,000	700,000

**Backpay and Recovery of Excess Pay.** Employees who have not received their full entitlement for the previous six months shall be entitled to payment of the balance. No payment of previous month's salaries or any previous payment of December salary shall be deducted from December salary payments.

**Procedure.** All salary payments will be authorized by Ministry of Finance officials.



accordance with the established policy, through the Treasury account. Payments will be made through the Rafidain and Rasheed banking systems, which act as the agent of the Ministry of Finance. The Director General of Accounts, Ministry of Finance will issue a circular to all Ministries and Departments setting out the procedure for the payment of December salaries.

To obtain authorisation for disbursement of funds for salary payments for both central government workforces and for the employees of State Corporations and other self-financed entities, they are responsible, Ministries, and their relevant Directorates are responsible for the following:

**Accounting for previous month payments.** Payroll execution information should be provided to the responsible Accounts Departments at the local Treasury Office of Finance. Information should include funds received, funds paid to employees in each pay grade that were paid (by directorate) and the balance. Unused payroll funds will be redeposited in the bank from which they were paid. A receipt filed with the local directorate accounting manager. If, in any month, payroll payments were inconsistent with Ministry of Finance guidelines, Ministries are required to provide relevant accounting of those salaries and payments before additional funds can be released. Information should include any such salary or emergency payments, including a list of names to whom paid. A copy of the Ministry's previous month's payroll execution will be provided to the CPA Office of Management and Budget.

**Requests for payment for current month.** For administrative convenience, Ministries are advised to present a single report, and single request for release of funds to the directorates/spending units, rather than separate requests for different directorates/spending units. Requests for payment should include a cover letter written on the request, approved by the three senior officials of the directorate/spending unit and the Director General of Administration and Finance. The request should include a spreadsheet with the names and grades of the employees to be paid. If the request exceeds that of the previous month, the request for payment must be approved by the Senior Advisor. Any actions that will cause the increase of more than 1% of the total of a workforce over the level paid in August must be approved by the CPA Section of the Ministry of Finance before the payroll can be executed. If the government can demonstrate responsible payroll practices consistent with Ministry guidance, the Baghdad Office of Finance can delegate payroll management to the local branch of the Treasury. The Senior Advisor of the Ministry agrees.

**Executing payroll.** Internal audit sections in each ministry shall review the salary process for conformity with approved methods for payment by the Ministry of Finance, as well as the integrity of individual payments. In each account, a three-person committee shall oversee the distribution of salaries. The names of individuals will be kept on file at the Agent Bank authorizing the release of funds. A payment audit shall be performed by the Board of Supreme Audit wherever the payroll is executed.


The Ministry of Finance shall issue authorisation to designated banks to provide services to named representatives of Ministries and Departments to pay salaries. Presently, the authorisation, which may be transmitted electronically, at the designated bank to release specified funds to the named representatives for the purpose of paying salaries.

Contracted employees will be paid out of operating expenses, as provided through the budget, not out of payroll.

**Points of Contact for Further Information:**

(b)(6)

A large rectangular area of the document is redacted, indicated by a solid black box.

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## COST PROJECTIONS FOR PROPOSED SALARY STRUCTURE

**Costing based on Salary Guidelines**  
(assumes some grade inflation)

**Costing based on CPA per**

	<u>number of</u> <u>employees</u>	<u>percent of</u> <u>employees</u>	<u>estimated</u> <u>cost at</u> <u>salary</u> <u>targets</u>	<u>estimated</u> <u>cost at</u> <u>top of range</u> <u>progression</u>		<u>number of</u> <u>employees</u>
Council	24	0%	\$576	\$576	Council	
A	600	0%	\$10,800	\$10,800	A	
B	2,000	0%	\$24,000	\$24,000	B	
1	12,974	1%	\$83,032	\$95,487	top 1%	12,974
2	38,921	3%	\$193,050	\$222,007		
3	77,843	6%	\$298,915	\$343,753	next 9%	116,764
4	129,738	10%	\$384,023	\$441,627		
5	194,606	15%	\$443,703	\$510,258	middle 30%	389,213
6	194,606	15%	\$342,507	\$393,883		
7	194,606	15%	\$264,665	\$304,364	bottom 60%	778,426
8	129,738	10%	\$140,117	\$161,134		
9	129,738	10%	\$114,169	\$131,294	Total estimated cost: US dc	
10	129,738	10%	\$93,411	\$107,423		
11	64,869	5%	\$38,921	\$44,759		
	1,300,000	100%	\$2,396,513	\$2,755,990		

(b)(6)

---

**From:** (b)(6)  
**Sent:** Sunday, March 28, 2004 6:44 PM  
**To:** CPA Ministries  
**Cc:** (b)(6) Executive Secretary  
**Subject:** FW: Ministry spending plans for April - info needed by 2 April

**Dear Senior Advisors:**

**Please see the message below from the Finance office requesting information on your Ministry's spending plans for April. Please return all responses to (b)(6)**

**(b)(6) who is cc'd on this e-mail.**

**Please submit ASAP your Ministry's spending plan for April. I have attached a blank spreadsheet for each of the three general categories of spending:**

- 1) Salaries**
- 2) Operating costs exclusive of salaries**
- 3) Capital spending**

**\* I have notified the Iraqi Ministry of Finance that the budget/finance teams of the various Ministries will be supplying them with this information directly as well. At this point in the year, and with budget revisions in the final stages, Ministries must be supplying the Iraqi Ministry of Finance with spending plan information through all of 2004. My purpose in collecting it from CPA as well is to help improve coordination on the banking / cash movement end of things to ensure that funds for spending priorities in the governorates are available where and when they are needed.**

**Please feel free to contact myself or any of the CPA – Finance Advisors with any questions.**

**I will be accepting these until Friday, April 2. Thank you.**

(b)(6)

3/29/2004



**1-Apr-04**

### Salary Allocations for April 2004 in Millions of New Iraqi Dinar

\*includes increase for new salary scale (in Baghdad allocation unless otherwise specified)

## Foreign

12/11/2019

Foreign Language

[illegible]



*To/ the Coalition Authority in Iraq / Advisor of*  
Sub/ Payment of Monthly Salaries of the General Company  
For Iron & Steel *Fin.*


We hope your agreement to pay monthly salaries for January/2004 for the following employees:

- 1- Central employed employees their salary is 11600000 ID.
- 2- Guards their salary is 22000000 ID.
- 3- Transferred employees their salary is 9600000 ID.
- 4- Politics employees their salary is 33000000 ID.
- 5- Changes their salary is 250504000 ID.

The total salary of all employees is 326.704.000

The granted sum is a loan for the company and the cut sum is 326.704.000 (three hundred million and twenty six thousand and seven hundred four thousand ID).

To be Shown by your Excellency please.

  
Qussai Mohammed Shaker  
Previous Accounts Manager for the  
General Company for Iron and Steel

(b)(6)

22/2/2004

Please advise



**To : Coalition Provisional Authority**  
**Sub: Assignment of graduates**

We have been asked by the directorate of training and Apprenticeship to as sign 675 graduates .who hold technical Diploma Degree, in companies belonging to this Ministry, those were graduated from both the institute of industry in Basrah, and vocational centers belonging to DTA.

By Memo dated 28.10.2003, enclosed herewith, the question was submitted to Mr.Garabet Sahakian , yet no reply has been received till now.

According to the contracts Which were concluded between the Ministry, represented by DTA, and graduates when joined schooling, the Ministry is abided to distribute and as sign them in its companies and industrial cites.

The Ministry finds it essential settle down the subject, specially that those are in need for job,and have limited income solving this problem will assist in stabilizing an essential sector of Iraqi socity.

We hope that you will get the approval of Mof's supervisor in due time .  
Looking Forword to hearing from you.



**Mohammed T.Raheem**  
**Minister of industry and Minerals.**

*Copy to: personnel Dir.*

*ministry of industry and minerals*

Foreign Language

Foreign Language

**Ministry of Industry & Minerals.**

**To: CPA**

**From: Economic Dep.**

**Sub: Salaries approvals.**

According to MIM's Orders No.201 & 236 Dated 1/10/04 and 1/12/04 regarding the reappointment of the State Co. for Vehicles Industries employees (89 employees) that were dismissed by the previous regime for political reasons.

We Kindly request your approval for paying those individuals their salaries for February.

Total amount: 16165000 ID.

**Umeed Abdul-Majeed  
Director General**

*Amine  
- State ?*



Foreign Language



Mr. Ambassador Paul Bremer administrator  
M.O.F American coordinator

**Sub: Condemnation**

We, the employees of Ministry of Industry and minerals / general company for the electrical industries, would like to inform you that we did a peaceful demonstration near the ministry of Finance location objecting on issuing the CPA its unfair decision against the company's employee by cutting their salaries in spite of your promises with a better future. Therefore we will continue our objecting and peaceful demonstration to meet our fair requirements which summarized in following:

- \*Depended the nominal salary in accounting the salaries scale
- \*support the company financially and support the national product through impose the patent.
- \*authorize the company to manipulate the frozen company's capital in the Iraqi banks.
- \* Authorize the company the authority of using the financial donation given from the donors' country in expanding the future products planning for the company.
- \*issuing instruction encourages the state offices on dealing with our company to fulfill their needs from our products.

Ministry of Industry and Minerals  
The employees of the general company for the electrical industries



**15 September 2003**  
**MOF # 09-01**

## **CPA policy on Payment of Public Sector Salaries in September 2003**

This policy applies to all State employees and employees of State Corporations and other self-financed entities. See below for more details.

All allowances, bonuses, supplements and any other additions to salaries remain suspended, with the exception of overtime. Per August 5 CPA OMB memo, new hiring is unauthorized without the permission of Mr David Oliver, CPA OMB/Finance. Promotions are temporarily frozen, but eligible employees may be promoted upon their transfer to the new civil service system authorized under CPA Order #30. Per CPA OMB guidance (email dtd Sep 9, 2003, subject Salary Reform Order is Signed), Ministries must submit copies of proposed Ministry reclassifications to Dr Sami al-Metti (Ministry of Planning), Mr Al-Hilfi (Ministry of Finance, Legal Dept), and COL Richard Reynolds (CPA OMB/Finance) for final approval before any payments can be made under the new order.

Salaries will be paid in US dollars according to the following schedule:

<b>Salary Grade</b>	<b>Previous Civil Service Grade</b>	<b>September pay scale</b>	<b>Memo: August pay scale</b>	<b>Memo: July salary scale in Southern Iraq/Kurdish provinces</b>
<b>Grade 4</b>	6 and below	<b>\$60</b>	<b>\$60</b>	<b>\$60 plus 7500 dinars in 250 notes/\$5</b>
<b>Grade 3</b>	3-5	<b>\$120</b>	<b>\$120</b>	<b>\$120 plus 7500 dinars in 250 notes/\$5</b>
<b>Grade 2</b>	1-2	<b>\$180</b>	<b>\$180</b>	<b>\$180 plus 7500 dinars in 250 notes/\$5</b>
<b>Grade 1</b>	Director General or above	<b>\$400</b>	<b>\$400</b>	<b>\$300 plus 7500 dinars in 250 notes/\$5</b>

Employees who have not received their full salary entitlement for previous months shall be entitled to payment of the balance. Any double payment of previous month's salaries or any previous payment of September salary payments shall be deducted from September salary payments. For the purposes of calculating deductions and back payments due an exchange rate of 2000 ID:1 USD shall be used.

All salary payments will be authorised by Ministry of Finance officials, acting in accordance with CPA policy, through the Treasury account. Payments will be executed through the Rafidain and Rasheed banking systems, which act as the agent of the Ministry of Finance.

The Director General of Accounts, Ministry of Finance will issue a circular to all Ministries and Departments setting out the procedure for the payment of September salaries.

To obtain authorisation for disbursement of funds for salary payments for both centrally financed workforces and for the employees of State Corporations and other self-financed entities for which they are responsible, Ministries, and their relevant Directorates are responsible for providing the following:



Accounting for previous month payments. Payroll execution information should be provided to the servicing Accounts Departments at the local Treasury Office or Ministry of Finance. Information should include funds received, funds paid out, number of employees in each pay grade that were paid (by directorate) and the balance remaining. Unused payroll funds will be redeposited in the bank from which they were withdrawn and a receipt filed with the local directorate accounting manager. If, in previous months, payroll payments were made inconsistent with Ministry of Finance guidelines at that time, the Ministries are required to provide relevant accounting of those salaries and emergency payments before additional funds can be released. Information should include details of any such salary or emergency payments, including a list of names to whom the money was paid. A copy of the Ministry's previous month's payroll execution will be provided to the CPA Office of Management and Budget.

Requests for payment for current month. For administrative convenience, Ministries are advised to present a single report, and single request for release of funding for all their directorates/spending units, rather than separate requests for different directorates/spending units. Requests for payment should include a cover letter written on official paper, approved by the three senior officials of the directorate/spending unit and signed by the Director General of Administration and Finance. The request should also include a spreadsheet with the names and grades of the employees to be paid. If required payroll exceeds that of the previous month, the request for payment must be approved by the CPA Senior Advisor. Any actions that will cause the increase of more than 1% in the pay bill of a workforce over the level paid in August must be approved by the CPA Senior Advisor to the Ministry of Finance before the payroll can be executed. If the governance demonstrates responsible payroll practices consistent with Baghdad guidance, the Baghdad Ministry of Finance can delegate payroll management to the local branch of the Treasury, provided the Senior Advisor of the Ministry agrees.

Executing payroll. Internal audit sections in each ministry shall review the payroll and salary process for conformity with approved methods for payment by the Ministry of Finance, as well as the integrity of individual payments. In each accounting unit the three-person committee shall oversee the distribution of salaries. The names of these individuals will be kept on file at the Agent Bank authorizing the release of funds. A post payment audit shall be performed by the Board of Supreme Audit wherever possible.

The Ministry of Finance shall issue authorisation to designated banks to provide specified funds to named representatives of Ministries and Departments to pay salaries. Presentation of this authorisation, which may be transmitted electronically, at the designated bank will release the specified funds to the named representatives for the purpose of paying salaries.

Contracted employees in September will be paid out of operating expenses, as provided through the budget, and not out of payroll. Ministries should begin working on the transition of military paid Facilities Protection Personnel to their payrolls if there is a continued need for their services. Effective 1 November, these people will no longer be paid out of Commanders' Emergency Response Funds.

Points of Contact for Further Information: Justin Tyson, Adviser, Ministry of Finance, [tysonj@orha.centcom.mil](mailto:tysonj@orha.centcom.mil) Jacob Nell, Senior Policy Adviser, Ministry of Finance, [nellj@orha.centcom.mil](mailto:nellj@orha.centcom.mil) Sandra Layton, Budget Adviser, CPA OMB, [laytons@orha.centcom.mil](mailto:laytons@orha.centcom.mil)

# SALARIES FOR THE COMPANIES / 2002

THOU. ID

NO	Name of Company	SALARY
1	state co. for Vehicles Industries	3259638
2	Nassr state co. for Mechanical Industries	4572000
3	state co. for Mechanical Industries	6677000
4	state co. for Electrical Industries	5103880
5	Dyila state co. for Electrical Industries	3742733
6	Al faris state co.	2611941
7	state co. for Iron & Steel Industry	5704950
8	UR state co. for Engineering Industries	3172063
9	17 - Nissan state co.	870801
10	Al-somod for Steel Industry co.	
11	Al-nassr Al-athem state co.	4595000
12	Suothern state co. for Fertilizer Industry	5098000
13	Northern state co. for Fertilizer Industry	2608110
14	That Al-sawary state co. for Chemical Industries	1479817
15	state co. for Batteries Industries	3401159
16	Mishraq Sulphar state co.	2028094
17	state co. for Petrochemical Industries	5259364
18	Al-furat state co. for Chemical Industries	2689808
19	state co. for Tires Industries - Najaf	3274440
20	state co. for Rubber Industries	
21	state co. for Phosphate	6415481
22	state co. for Paper Industries	5219598
23	Ibn Cena co.	
24	state co. for Cotton Industries	9087379
25	state co. for Woolen Industries	2449815
26	state co. for Hand Woven Carpets	
27	state co. for Ready Made Wear Industries	3493000
28	state co. for Textile Industries - Hilla	3425386
29	state co. for Leather Industries	2616836



# SALARIES FOR THE COMPANIES / 2002

THOU. ID

30	Wasit co. for Textile Industries	6337870
31	Northern state co. for Cement	4467530
32	Suothern state co. for Cement	11130934
33	Iraqi state co. for Cement	6106343
34	state co. for Refractories Industry	1041486
35	state co. for Glass & Ceramics Industry	2006182
36	state co. for Industrial Construction	3970515
37	state co. for Geological Survey & Mining	1176268
38	Baghdad Factory for Furniture	490000
39	state co. for Dairy Products	1070599
40	state co. for Tobaccos & Cigarettes	2733587
41	state co. for Sugar Industry	1317553
42	state co. for Vegetable Oils Industry	5241729
43	state co. for Industrial Design & Construction	1030583
44	state co. for Industrial Design & Engineering Constructions	446799
45	state co. for Information Systems	184084
46	Speacialized Institute for Engineering Industries	348398
47	state co. for Electronic Systems	
48	state commission for Research & Development	1668461
49	state commission for Training & Rehabilitation	757787
50	Industrial Development co.	294074
51	Al-zawraa co.	2088600
52	state co. for Drugs & Medical Supplies Industry - Sammraa	5102262
53	state co. for Drugs & Medical Supplies Industry - Naniwa	

(b)(6)

From: (b)(6)

Sent: Wednesday, February 04, 2004 5:07 PM

To: (b)(6)

Cc:

Subject: RE: Papermill - URGENT UPDATE REQUIRED

Dear (b)(6)

I have included with this email a document on Payment of Public Sector Salaries from July 2003. It specifies that the expected distribution for salaries should be 60% for tier 4, 30% for tier 3, 9% for tier 2 and 1% for tier 1. As the July number exceeded this, we are not going to approve an even greater imbalance in the tier system. Therefore, whether the individual in charge of the plant had been on time or not in implementing the salary changes he is now proposing, the changes would not have been approved.

	Expected	July	%	November	%	Request	%
Tier 1	1%	1	0%	1	0%	1	0%
Tier 2	9%	422	14%	457	13%	1707	48%
Tier 3	30%	2307	75%	2464	71%	1263	36%
Tier 4	60%	366	12%	558	16%	573	16%
		3096		3480		3544	

Can you clarify the difference between the July and November numbers? The numbers I provide below is the difference between the July and November numbers. Is this a reflection of the Book Factory employees? If so do they not have a DG. I want to ensure that they are getting paid and are part of the approved numbers.

Tier 1	0
Tier 2	35
Tier 3	157
Tier 4	192
Total	384

Please let me know what questions you may have.

Sincerely,

(b)(6)

Advisor, CPA-Ministry of Finance (S210)

(b)(6)



# Soes who are on the 11 Tier schedule

NO	Name of Company	Foreign Language
1	center of the Ministry	
2	state co. for Vehicles Industries	
3	Nassr state co. for Mechanical Industries	
4	state co. for Mechanical Industries	
5	Al-qadesia state co. for Electrical Industries	
6	Al-somod for Steel Industry co.	
7	Al-nassr Al-athem state co.	
8	Suothern state co. for Fertilizer Industry	
9	Northern state co. for Fertilizer Industry	
10	That Al-sawary state co. for Chemical Industries	
11	state co. for Batteries Industries	
12	Mishraq Sulphar state co.	
13	Al-furat state co. for Chemical Industries	
14	state co. for Tires Industries - Najaf	
15	state co. for Rubber Industries	
16	state co. for Cotton Industries	
17	state co. for Hand Woven Carpets	
18	state co. for Ready Made Wear Industries	
19	state co. for Textile Industries - Hilla	
20	state co. for Leather Industries	
21	Wasit co. for Textile Industries	
22	Northern state co. for Cement	
23	Suothern state co. for Cement	
24	Iraqi state co. for Cement	
25	state co. for Industrial Construction	
26	state co. for Geological Survey & Mining	
27	state co. for Vegetable Oils Industry	
28	state co. for Industrial Design & Construction	
29	state co. for Industrial Design & Engineering Constructions	
30	Industrial Development co.	
31	state co. for Drugs & Medical Supplies Industry - Sammraa	
32	state co. for Drugs & Medical Supplies Industry - Naniwa	

\* pay full salaries



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1359 TITLE: INVESTMENT MANAGER GRADE: S-31****DEFINITION:**

Under the general supervision of the Deputy Finance Director, plans, develops, evaluates and directs the County's investment management and cash management activities; and performs related work as required.

OR

Under the general supervision of the Executive Director to the Retirement Boards, oversees the selection and evaluates the performance of the investment managers working under contract, for the Fairfax County Supplemental, Uniformed and Police Officers Retirement Systems' funds; plans, organizes and directs the accounting operations for the Retirement Administration Agency; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a dual concept class reflecting the duties of two positions: one located in the Office of

Finance and one located in the Retirement Administration Agency.

**ILLUSTRATIVE DUTIES:**

Within the Office of Finance:

Directs the activities of the Cash and Investment Management Section;

Administers an on-going cash management program aimed at maximizing the use of revenue;

Plans, recommends and implements investment strategies aimed at making optimal use of County monies;

Manages the County's investment portfolio;

Develops policies and procedures for administering the County's investment management program;

Makes presentations to the County's Investment Committee, chaired by the Deputy County

Executive for Management and Budget;

Generates forecasts of cash receipts, disbursements, and net cash flows;

Analyzes actual and forecasted cash flows to improve identification of receipt and disbursement cycles;

Analyzes actual versus forecasted Capital Projects cash flow to determine variances and identify

the need for new formulas;

Ensures that the Section's monetary transactions comply with Federal, State and County laws,

regulations and procedures;

Oversees/coordinates the development of new investment and cash management reports;  
Selects, trains, and evaluates the performance of staff;  
Prices collateral taken in on Certificates of Deposit and Repurchase Agreements;  
Coordinates investment management and cash management functions with the County's  
other  
financial activities; and  
Prepares the Section's County and State Compensation Board budget requests, and  
monitors  
expenditures.

**CLASS CODE: 1359 TITLE: INVESTMENT MANAGER GRADE: S-31**

Page 2

Within the Retirement Administration Agency:

Assists the Boards of Trustees in identification of investment manager candidates;  
Makes recommendations to the Boards on selection of investment managers;  
Evaluates the performance of the Systems' multiple contract investment managers,  
performing  
attribution analysis to determine the source of over- or under-performance;  
Prepares quarterly presentations to the Board of Trustees of the Supplemental Retirement  
System  
on the fund's performance;  
Performs asset allocation studies every five years with annual rebalancing to determine  
the  
optimal allocation of the Systems' assets to bonds, stocks and other investments;  
Updates the Boards' investment policies and guidelines to conform with study results;  
Ensures that the Systems' investment managers are in compliance with contractual  
investment  
policies and guidelines;  
Prepares and presents to Boards of Trustees, a quarterly report on contract violations; and  
ensures that follow-up action is taken on all violations;  
Provides administrative and operational support on investment and financial issues for  
the  
Boards of Trustees;  
Completes special investment analysis projects as requested;  
Oversees preparation of monthly market value reporting to the Boards of Trustees;  
Directs the accounting operation of the Fairfax County Supplemental, Uniformed and  
Police  
Officers Retirement Systems;  
Prepares annual published financial reports on the Retirement Systems;  
Prepares comprehensive financial statements and footnote disclosures for the Fairfax  
County  
Comprehensive Annual Financial Report (CAFR);  
Supervises preparation of monthly balance sheets and income statements for the  
Retirement  
Systems;  
Oversees preparation of monthly reconciliations for employer and employee retirement  
contributions, benefit payments and expenses, and custodian bank to investment manager

statements;

Oversees preparation of monthly cash analysis and cash flow projections to determine the value

of any wire transfers to and from the investment custodian bank;

Develops specifications for custodian bank request for proposal (RFP);

Oversees preparation of the budget, and monitors expenditures for investment managers, banking

and consulting fees;

Oversees preparation of all audit schedules to assist the County's independent auditors in the

annual audit of the Retirement Systems;

Conducts audits and investigations as necessary to ensure authenticity and legality of expenditures;

Ensures compliance of the Retirement Systems with existing state and Federal accounting and

tax regulations; and

Develops investment accounting procedures, general accounting policies and accounting treatments in compliance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standard Board (GASB) pronouncements.

**CLASS CODE: 1359 TITLE: INVESTMENT MANAGER GRADE: S-31**

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**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of the principles, methods, techniques, and systems of financial management, and the ability to effectively apply them;

Considerable knowledge of related economic, accounting, and legal principles and methods;

Thorough knowledge of pertinent Federal, State and County statutory and regulatory provisions;

Ability to analyze, evaluate and interpret financial data and draw sound conclusions;

Ability to communicate clearly and concisely, both orally and in writing;

Ability to plan, direct, coordinate and implement cash/investment management programs;

Ability to effectively guide and supervise staff;

Ability to establish and maintain good working relationships with others.

The following knowledges and ability are required for the Investment Manager position located

in the Retirement Administration Agency (in addition to those listed above):

Knowledge of, and ability to apply, the principles, methods and practices of governmental

accounting;

Knowledge of Federal, State and County procedures, policies regulations and legislation impacting the maintenance of the financial records and reports involved with the retirement

systems; and

Ability to oversee the preparation of comprehensive accounting reports and records.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance

or a closely related field; PLUS

Four years of increasingly responsible professional-level experience involving financial analysis

and investment management.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: July 13, 1995

ESTABLISHED: March 28, 1988

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1396 TITLE: INVESTMENT ANALYST GRADE: S-27****DEFINITION:**

Under the general supervision of the Investment Manager, plans, coordinates, and implements

cash/investment management programs; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a dual concept class reflecting the duties of two position types: one type located in the

Office of Finance, responsible for assisting in managing the County's investment portfolio; and

the other located in the Retirement Administration Agency, responsible for assisting in managing

investments involved with the County's retirement funds.

**ILLUSTRATIVE DUTIES:**

Within the Office of Finance:

Projects disbursements for all County funds and helps prepare short-term economic forecasts;

Assists with the implementation of investment strategies aimed at making optimal use of County

monies;

Conducts extensive financial analyses and prepares financial schedules;

Operates the cash desk and actively invests funds;

Invests general obligation bond portfolios, adhering to State code requirements for various bond

funds and to Internal Revenue Service requirements for arbitrage;

Assists with management of the County's banking activities to include auditing account analyses,

and forecasting expenses and compensation balance target;

Assists with preparing investment recommendations for the investment steering committee; and

Assists with analyzing equity, fixed income, real estate and global investment proposals for the

Director of Finance.

Within the Retirement Administration Agency:

Participates in the recommendation and implementation of investment strategies aimed at making optimal use of County retirement funds;

Assists the Investment Manager in screening and presenting investment manager candidates to

the Boards of Trustees by developing manager-search questionnaires, interviewing prospective

manager candidates, evaluating proposals and producing reports detailing each manager search

conducted;



Directs, monitors and reviews the work of the agency's Performance Analyst and provides direction and oversight to the Systems' investment-related contractors, including investment managers, custodian bank, consultants and software providers; In conjunction with the Office of the County Attorney, negotiates and prepares all investmentrelated contracts and fee schedules; Assists in monitoring the performance of the Systems' investment managers versus peer groups and contract benchmarks;

**CLASS CODE: 1396 TITLE: INVESTMENT ANALYST GRADE: S-27**

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Supervises production of the Quarterly Performance Report to the Supplemental Retirement System, and assists with quarterly performance presentations to the Boards of Trustees; Reviews monthly compliance checklists prepared by the Performance Analyst and produces a quarterly report to the Boards of Trustees detailing the Systems' investment-related contractors who are not in compliance with contractual policies and guidelines; Researches and resolves contract violations with contractors; Prepares the annual portfolio rebalancing report and recommendation to the Boards of Trustees; Assists the Investment Manager in completion of asset allocation studies every five years; Documents and produces a report to the Boards of Trustees detailing each asset allocation study conducted, and updates the Boards' investment policies and guidelines accordingly; and Assists the Investment Manager in providing operational and administrative support on investment/financial issues for the Boards of Trustees.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, methods, techniques and systems of financial management, and the ability to apply them;  
Knowledge of related economic, accounting and legal principles and methods;  
Knowledge of pertinent Federal, State and County statutory and regulatory provisions;  
Proficient in the use of a personal computer;  
Ability to analyze, evaluate and interpret financial data and draw sound conclusions;  
Ability to communicate clearly and concisely, both orally and in writing;  
Ability to establish and maintain effective working relationships with others.  
The following knowledge and abilities are required for the Investment Analyst position located in the Retirement Administration Agency (in addition to those listed above):  
Knowledge of the principles, methods, techniques and systems of investment management, and the ability to apply them;

Knowledge of Federal, State and County procedures, policies, regulations and legislation impacting the maintenance of the financial records and reports involved with the retirement systems;

Ability to negotiate and monitor investment-related contracts and resolve contract violations; and

Ability to prepare comprehensive reports and maintain accurate records.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a bachelor's degree in accounting, economics, finance, or related field; PLUS

Four years of progressively responsible professional-level experience involving investment

management or cash management.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

**CLASS CODE: 1396 TITLE: INVESTMENT ANALYST GRADE: S-27**

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**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: March 11, 1996

ESTABLISHED: November 16, 1992

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1127 TITLE: FINANCE DIRECTOR GRADE: E-12****DEFINITION:**

Under administrative direction, to plan, organize, and direct the activities of the Finance Department; and to do related work as required.

**TYPICAL TASKS:**

Directs the maintenance of a central accounting system for the County government and its

agencies;

Provides the basic documents to implement the disbursement of all County funds in accordance

with officially established procedures;

Maintains a system of control to insure that expenditures do not exceed budgetary appropriations;

Directs the collection of all County and State income taxes, auto licenses, and miscellaneous fees

and assumes accountability for all monies collected;

Supervises the maintenance of records, billing of customers, and the receipt and accountability of

funds due as a result of the operation of the County sewer system;

Provides for the auditing and certification of all claims against the County for payrolls, goods,

and services;

Insures in-service training for employees of the department.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of accounting and budgeting in municipal government;

Knowledge of general laws and administrative policies governing municipal financial practices

and procedures;

Ability to supervise the development and installation of accounting systems and procedures;

Ability to plan, organize, and direct the work of subordinate employees in the specialized fields

of accounting, payroll administration, statistical reporting, and tax collections;

Ability to establish and maintain effective working relationships with other department heads

and governmental officials.

**EMPLOYMENT STANDARDS:**

Graduation from college in accounting, business or public administration and four years of

supervisory experience in administering a comprehensive financial accounting system.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1128 TITLE: DEPUTY FINANCE DIRECTOR GRADE: S-34****DEFINITION:**

Under direction, to assist the Finance Director in administering, planning, and coordinating the work activities of the Finance Department; to act in the Director's absence; and to do related work as required.

**TYPICAL TASKS:**

Assists the Finance Director in managing the County's automated, central accounting system;  
Participates in developing policies, standards, and controls for the department;  
Assures the provision of basic documents to implement the disbursement of all County funds in accordance with established procedures;  
Provides supervision and guidance to agency division chiefs relative to prescribed goals, objectives, and requirements;  
Identifies agency deficiencies and recommends necessary action;  
Prepares management and financial reports, studies, and memoranda;  
Ensures the development and training of staff;  
In the absence of the Director, attends meetings and makes commitments on the Director's behalf, and signs necessary financial reports and documents as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles, methods, and practices of governmental accounting and budgeting;  
Extensive knowledge of the laws and administrative policies governing municipal financial practices and procedures; considerable knowledge of electronic financial data processing systems;  
Considerable knowledge of modern office practices and procedures as applied to fiscal record keeping activities;  
Ability to supervise the development and installation of accounting systems and procedures;  
Ability to conduct financial studies and prepare complex financial reports;  
Ability to analyze and interpret fiscal and accounting data and reach sound conclusions;  
Ability to plan, organize, and direct the work of subordinates;  
Ability to establish and maintain effective working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year

college or university with a degree in finance, public administration, business administration, or a related field, with major course work in accounting, plus five years of progressively responsible professional experience in financial work, including two years of supervisory experience in administering a comprehensive financial accounting system. A Master's degree in an appropriate field may be substituted for one year of the required experience.

**CLASS CODE: 1128 TITLE: DEPUTY FINANCE DIRECTOR GRADE: S-34**

Page 2

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a request

for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and**

**employees within these select positions must demonstrate financial responsibility in personal**

**finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: June 12, 1986

ESTABLISHED: June 20, 1983

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1360 TITLE: CHIEF ACCOUNTING FISCAL OFFICER GRADE: S-28****DEFINITION:**

Under direction from the Deputy Finance Director, to provide overall management and direction of the County's complex accounting operations; to establish, plan, organize, direct and implement broad accounting policies and procedures with Countywide impact; and to do related work as required.

**TYPICAL TASKS:**

Establishes and defines accounting policies, procedures and controls to ensure County compliance with Federal and State laws and reporting requirements, generally accepted accounting principles, and governmental accounting, auditing, and financial reporting standards; evaluates accounting procedures and operations to ensure that reporting requirements and standards are met; directs the conversion of financial records to ONLINE FAMIS structure; ensures the integrity and security of the financial data provided by ONLINE FAMIS; provides technical support in the selection, design and implementation of an automated financial system; directs the testing of financial systems; develops an accounting classification structure, editing and posting rules, and other financial system requirements; represents the Office of Finance on all matters regarding ONLINE FAMIS; ensures that financial systems meet County requirements; directs the preparation of the Comprehensive Annual Financial Report, Auditor Public Account Reports, and other financial reports prepared by the County; provides timely and accurate financial reports to management; directs the reconciliation of all County bank accounts; directs the reconciliation of all County retirement accounts and the deferred compensation plan; prepares reconciliation of the treasury accounts; ensures that County expenditures are in compliance with Board of Supervisors resolutions; coordinates the independent audit of the County's financial records; coordinates the distribution of the County payroll; provides advice and assistance to County financial managers on accounting policies and procedures; serves in the

Deputy Finance Director's absence.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles, methods and practices of governmental accounting;

Extensive knowledge of the principles, methods and practices of good accounting and fiscal management;

Extensive knowledge of Federal, State and County procedures, policies, regulations and legislation impacting the maintenance of County financial records and reports;

Knowledge of electronic financial data processing systems;

Ability to apply the principles and practices of governmental accounting to complex governmental accounting systems;

Ability to plan, direct, and coordinate the work of a large staff of professional accountants and technicians;

**CLASS CODE: 1360 TITLE: CHIEF ACCOUNTING FISCAL OFFICER GRADE: S-28**

Page 2

Ability to prepare and/or coordinate the preparation of comprehensive, complex accounting

reports and records;

Ability to write and speak effectively;

Ability to devise, develop and implement sound accounting policies and procedures;

Ability to work effectively under pressure and meet established deadlines;

Ability to maintain good working relationships with employees, public officials and the general public.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited

four-year college or university with a degree in business administration, finance, accounting or a

related field and considerable working experience with automated financial systems; plus five

years of increasingly responsible experience in governmental accounting. A masters degree in

an appropriate field may be substituted for one year of the required experience.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

**REVISED: April 16, 2002**

**APPROVED: December 10, 1984**



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1208 TITLE: COUNTY DEBT MANAGER GRADE: S-35**

### **DEFINITION:**

Under general supervision of the Chief Financial Officer, analyzes and manages the County's long- and short-term debt and moral obligations to most effectively manage and maintain the financial integrity and the credit rating of the County; plans and coordinates all financing for the County and its component units or partners, in order to achieve the most advantageous strategy for the County; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is distinguished from the Assistant County Debt Manager in that the Assistant County Debt Manager is primarily responsible for research, data gathering, and making recommendations as assigned, where the County Debt Manager has overall full responsibility for the debt management function.

### **ILLUSTRATIVE DUTIES:**

Acts as the County's primary day-to-day liaison between the County's various financial consultants, financial advisor, bond counsel, rating agencies and County agencies and component units;

Acts as the primary point-of-contact for all matters related to financing with other political jurisdictions such as component units of the State government, other counties, cities, towns, the Fairfax County Economic Development Authority, the Washington Metropolitan Area Transit Authority, the Washington Metropolitan Airports Authority, or other such entities;

Makes recommendations concerning the evaluation and formulation of the County's debt policy;

Develops recommendations on financial policy for presentation to the Chief Financial Officer, the County Executive, and the Board of Supervisors or other boards and commissions as directed;

Supervises the Assistant County Debt Manager;

Responsible for the computation and analysis of financial and statistical information such as debt service schedules, financial impact statements, and annual analysis of debt capacity;

Analyzes and coordinates with the Capital Improvement Program (CIP) to reflect accurate assessment of projected resources to accomplish CIP goals

Ensures the successful completion of all aspects of County bond sales and component units as directed, to include both the preliminary and official statement, production of the rating agency presentations, coordination of any required School Board or other board actions, scheduling of any required public hearings, all reviews and analysis required for bond documents and indentures and work with feasibility consultants as appropriate;

Oversees the coordination of all preparatory activities related to scheduling and ordering of bond referenda;

Oversees the coordination of all activities related to the sale or assumption of "subject to annual appropriation" debt including the master lease program, lease revenue debt, certificates of participation, or other such debt issued by conduit issuers in keeping with Board established financial and debt policies;

**CLASS CODE: 1208 TITLE: COUNTY DEPT MANAGER GRADE: S-35 Page 2**

Evaluates, researches, and reviews potential special financing opportunities including special assessment districts to ensure the benefits to the County and to assess the additional debt impact on the County's financial condition;  
Assists in developing strategies for analysis and evaluating public/private partnerships;  
Monitors debt compliance, escrow deposit, trust accounts, arbitrage, and disclosure requirements for the County's bond issuances, in conjunction with the Department of Finance;  
Monitors the debt of component units of County government, special tax assessment districts and underlying jurisdictions for impact on the County's financial condition;  
Evaluates and monitors refunding opportunities for the County and component units;  
Acts as staff to the Fairfax County Industrial Development Authority;  
Maintains the Bond Fact Book;  
Analyzes County's general construction cash flow requirements to determine timing and amount of bond sales.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Thorough knowledge of the modern methods of financial and debt analysis including various options for financing;  
Thorough knowledge of and familiarity with the operations and institutions of the municipal financing markets;  
Ability to analyze complex financial transactions and cash flows;  
Ability to plan, coordinate, and supervise the work of subordinates and employees of other agencies;  
Ability to establish and maintain effective working relationships with others and to communicate technical ideas effectively orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:  
Graduation from an accredited four-year college or university with a degree in finance or accounting; PLUS

Six years' experience in the area of financial analysis and debt financing in either the public or private sector. Two of the six years must include supervisory experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**NECESSARY SPECIAL REQUIREMENTS:**

An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency. Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.

ESTABLISHED: November 7, 2003

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1209 TITLE: ASSISTANT COUNTY DEBT MANAGER**

**GRADE: S-31**

### **DEFINITION:**

Under general supervision of the County Debt Manager, performs computations and analysis of financial and statistical information in conjunction with the annual debt service, Capital Improvement Program, County bond sales, master lease program, and other programs within the debt management function; coordinates and performs all activities necessary for the execution, delivery and accounting for all debt obligations of the County and component units; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS:**

This class is distinguished from the Debt Manager in that the Debt Manager has overall full responsibility for the debt management function; where the emphasis of the Assistant County Debt Manager is on research, data gathering, and making recommendations as assigned.

### **ILLUSTRATIVE DUTIES:**

Assists the County's various financial consultants, financial advisor, bond counsel, rating agencies and County agencies and component units as required;

Assists in matters related to financing with other political jurisdictions such as component units of the State government, other counties, cities, towns, the Fairfax County Economic Development Authority, the Washington Metropolitan Area Transit Authority, the Washington Metropolitan Airports Authority, or other such entities;

Assists in developing recommendations concerning the evaluation and formulation of the County's debt policy;

Assists in developing recommendations and prepares presentation materials on financial policy for presentation to the Chief Financial Officer, the County Executive and the Board of Supervisors or other boards and commissions as directed;

Performs computation and analysis of financial and statistical information such as the annual debt service budget, debt service schedules, financial impact statements and annual analysis of debt capacity;

Performs analyses and prepares presentation material as directed to support the Capital Improvement Program (CIP) process;

Prepares, analyzes, and reviews documents and indentures necessary for the successful completion of all aspects of County bond sales and component units, to include both the preliminary and official statement, production of the rating agency presentations, coordination of any required School Board or other board actions, scheduling of any required public hearings, and work with feasibility consultants;

Performs activities related to scheduling and ordering of bond referenda, including identification of planned referenda through the Capital Improvement Program, scheduling of School Board and County Board of Supervisors action items and public hearings, preparation of the Board resolutions and petitions and monitoring the progress of all legal activities up to and including post referendum court orders and results;

**CLASS: 1209 TITLE: ASSISTANT COUNTY DEBT MANAGER GRADE: S-31 Page**

Performs activities related to the sale or assumption of "subject to annual appropriation" debt including the master lease program, lease revenue debt, Certificates of Participation, or other such debt issued by conduit issuers in keeping with Board established financial and debt policies;

Evaluates, researches, and reviews potential special financing opportunities as directed;

Assists the County Debt Manager in developing strategies for analysis and evaluating public/private partnerships;

Working with the Department of Finance, assists in monitoring debt compliance, escrow deposit, trust accounts, arbitrage, and disclosure requirements for the County's bond issuances;

Assists in monitoring the debt of component units of County government, special tax assessment districts, and underlying jurisdictions for impact on the County's financial condition;

Assists in the evaluation and monitoring of refunding opportunities for the County and component units;

Assists the County Debt Manager as staff to the Fairfax County Industrial Development Authority;

Performs duties to maintain the Bond Fact Book;

Assists in the analysis of the County's general construction cashflow requirements to determine timing and amount of bond sales;

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Thorough knowledge of the modern methods of financial and debt analysis including various options for financing;

Basic knowledge of the operations and institutions of the municipal financing markets;

Ability to analyze complex financial transactions and cash flows;

Ability to establish and maintain effective working relationships with others and to communicate technical ideas effectively orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a degree in finance or accounting; PLUS

Five years' experience in the area of financial analysis and debt financing in either the public or private sector.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**NECESSARY SPECIAL REQUIREMENTS:**

An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency. Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.

ESTABLISHED: November 7, 2003



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1120****TITLE: DIRECTOR OF COMPREHENSIVE PLANNING GRADE: E-21****DEFINITION:**

To plan, organize, and direct the Office of Comprehensive Planning as it analyzes all land-use proposals, conducts environmental and market analyses, maintains the Comprehensive Plan and Zoning Ordinance, prepares the Capital Improvement Program, researches and proposes land-use policies, reviews and issues land-use related plans and permits, enforces the Zoning Ordinance, and provides programs associated with the conservation of the County's historical and archaeological resources; to formulate and implement agency goals and objectives and manage ongoing programs; and to do related work as required.

**TYPICAL TASKS:**

Directs and manages the work of the Office of Comprehensive Planning, including establishing goals and objectives, assigning duties, developing work programs, setting priorities, and developing and implementing employee training programs;  
Oversees preparation of the agency operating budget;  
Establishes controls over expenditures;  
Assures that official actions of the Board of Supervisors are correctly interpreted and implemented into work activities of the department;  
Serves as an expert witness in litigation concerning County planning and development;  
Authorizes the purchase of capital equipment and operating supplies;  
Assures quality control of work completed;  
Identifies deficiencies, highlights areas of strength, and makes necessary changes to improve agency efficiency and effectiveness;  
Represents the County Executive, Deputy County Executive for Planning and Development, and/or Board of Supervisors in contacts with the public, development industry, other governmental agencies, and elected officials;  
Oversees the administration and enforcement of the Zoning Ordinance for the County, as well as the laws and regulations relating to rezoning applications, special exceptions, special permits, variances and appeals;  
Responds to public inquiries relating to provisions of the Zoning Ordinance;  
Directs and participates in the preparation of Court actions relating to the enforcement provisions of the Zoning Ordinance.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and practices of planning and development in the public

sector; specialized knowledge in land use, capital improvements, and regional economic planning;

Thorough knowledge of the principles and practices of local government organization;

Understanding of the social factors involved in local government planning;

**CLASS CODE: 1120**

**TITLE: DIRECTOR OF COMPREHENSIVE PLANNING GRADE: E-21**

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Skill in public speaking;

Demonstrated ability to effectively plan and supervise the work of a large governmental planning

organization;

Ability to plan and implement a long range planning program;

Ability to administer, interpret and amend as necessary the provisions of the Zoning Ordinance;

Ability to effectively serve as an expert witness;

Ability to establish and maintain effective working relationships with the public, elected officials

and subordinates;

Ability to work under stress.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to a Master's degree in planning,

economics, or a related field from an accredited college or university; plus six years of increasingly responsible professional planning or zoning experience, to include supervision of

the planning operations and/or zoning administration of a large urban community.

**PREFERRED SPECIAL REQUIREMENT:**

Registration as a Certified Planner with the American Institute of Certified Planners.

07260

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1124 TITLE: ASSISTANT PLANNING DIRECTOR GRADE: S-33****DEFINITION:**

Under direction, to assist the Director in the administration of the Office of

Comprehensive

Planning including the formulation, management and implementation of departmental goals,

objectives and ongoing work programs; or under the direction of the Board of

Supervisors to

administer, interpret and enforce the Zoning Ordinance, Chapter 112 of the Code of Fairfax

County; and to do related work as required.

**TYPICAL TASKS:**

Assists in directing and managing the work of the Office of Comprehensive Planning, to include

the establishment of goals and objectives, the assignment of tasks, the development of work

programs and establishment of priorities, and the development and implementation of employee

training programs;

Prepares agency and/or division operating budgets;

Establishes controls over expenditures;

Assures that official actions of the Board of Supervisors are correctly interpreted and implemented into work activities of the department;

Authorizes the purchase of capital equipment and operating supplies;

Assures quality control of work completed;

Identifies deficiencies, highlights areas of strength, recommends necessary revisions to improve

efficiency and effectiveness;

Represents the Division in contacts with the public, development industry, other governmental

agencies and elected officials;

Acts for the Director in his/her absence;

Plans, directs and coordinates programs for the administration and enforcement of the Zoning

Ordinance for the County, the laws and regulations relating to rezoning applications, special

exceptions, special permits, variances and appeals;

Makes necessary interpretations of the provisions of the Zoning Ordinance and recommends

amendments as necessary;

Oversees the processing and issuance of zoning approval on building permits, residential and

non-residential use permits, certificates of completion, home occupations and temporary use permits;

Responds to public inquiries relating to the provisions of the Zoning Ordinance;

Directs and participates in the preparation of Court actions relating to the enforcement provisions of the Zoning Ordinance.

**CLASS CODE: 1124 TITLE: ASSISTANT PLANNING DIRECTOR GRADE: S-33**

Page 2

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of principles and practices of local government organization, including

specialized knowledge in land use, capital improvements, regional economic planning and the

Zoning Ordinance Code for Fairfax County;

Understanding of the social factors involved in local government planning;

Demonstrated ability to plan and supervise the work of a large governmental planning organization;

Ability to plan and implement a long range planning financial-resource program;

Ability to administer, interpret and amend as necessary the provisions of the Zoning Ordinance;

Ability to establish and maintain effective working relationships with the public, elected officials

and subordinates.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following:

Master's degree in planning, economics or other related field with a minimum of six years increasingly responsible professional planning or zoning experience, to include supervision of

the planning operations and/or zoning administration of a large urban community. A

Master's

degree may be substituted for one year of experience.

ESTABLISHED: January 12, 1981

07310



**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1255

**TITLE:** EXECUTIVE DIRECTOR TO THE PLANNING COMMISSION **GRADE:** E-05

**DEFINITION:**

Under direction, to perform varied administrative and coordinating duties as the senior staff assistant to the Planning Commission; and to do related work as required.

**TYPICAL TASKS:**

Prepares agenda and back-up materials for Planning Commission meetings, attends the meetings and answers a variety of questions;

Supervises office staff and operations;

Prepares annual budgets, reports and correspondence;

Arranges for periodic site viewing of property involved in planning or rezoning;

Represents the Planning Commission at public seminars, citizen meetings, etc;

Coordinates paperwork and procedures with the County Executive's Office, the County Attorney's Office, Department of County Development, and Office of Planning.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Ability to deal successfully with a variety of officials and private citizens;

Ability to gather, analyze and present facts.

**EMPLOYMENT STANDARDS:**

Graduation from college and three years of progressively responsible administrative experience.

WP#0506O

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 3608 **GRADE:** S-32

**TITLE:** COMMUNITY SERVICES BOARD PROGRAM PLANNING AND DEVELOPMENT  
DIRECTOR

**DEFINITION:**

Under direction of the Executive Director to the Community Services Board, to plan, develop, and coordinate the agency's electronic management information systems, management analyses, long-range program planning, resource development, grants management, and community residential development; and to do related duties as required.

**TYPICAL TASKS:**

Plans and directs overall policy and procedure pertinent to management information systems, long-range program planning, residential development, resource development, and grants management;

Analyzes and presents major issues to the Community Services Board;

Analyzes problems and recommends solutions and procedural alternatives;

Directs the development, implementation, operation, and maintenance of all electronic processing systems;

Performs computer system documentation;

Oversees system enhancements, checks, and interface;

Provides overall direction for data collection and analysis for indepth management and program studies;

Analyzes program utilization trends, client characteristics and projected client needs;

Prepares complex statistical/management reports;

Develops long-range plans for the Community Services Board's community mental health centers, mental retardation, and substance abuse programs;

Prepares the long-range capital improvement program plans;

Directs staff in the preparation of grant applications;

Determines resource development strategies;

Oversees and directs the development of community residences;

Meets with the public on community residence issues;

Coordinates and schedules public hearings;

Performs all system wide program evaluations, special studies, etc.;

Serves in the Executive Director's absence exercising total responsibility over all issues in assigned functional areas.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of, and the ability to apply, the principles and practices of quantitative analysis;

Knowledge of and the ability to oversee complex electronic data processing systems;

Ability to conduct comprehensive program analysis, ability to devise, develop and implement sound management policies and procedures;

Ability to write and speak effectively;

CLASS CODE: 3608 GRADE: S-32 TITLE: COMMUNITY SERVICES BOARD  
PROGRAM PLANNING AND DEVELOPMENT DIRECTOR Page 2

Ability to work effectively under pressure and meet established deadlines;

Ability to supervise and coordinate the work of others;

Ability to maintain good working relationships with employees, public officials and the general public.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with major course work in quantitative analysis, public administration, computer sciences, psychology, social work, or a related field; plus five years of increasingly responsible experience in conducting program evaluations, quantitative analysis, management studies, and computer systems maintenance and oversight, one year of which must have been in a supervisory capacity. Experience in a mental health, mental retardation or substance abuse treatment setting preferred.

ESTABLISHED: May 18, 1987

02240



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1109 TITLE: CHIEF INFORMATION OFFICER GRADE: E-14****DEFINITION:**

Under the administrative direction of the County Executive, leads, plans, manages, directs and provides the overall strategic vision for a broad range of information services and all aspects of information technology needed to support the County government and its constituents; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Ensures the development of the strategic information technology (IT) plan for the County, providing direction in the overall management of the County's IT resources, including budgets, standards, and projects; Publicizes the County's information and technology-related services and capabilities nationally and internationally; Oversees a broad range of information-related departments, which include the Department of Information Technology, the Department of Cable Communications and Consumer Protection, and the Fairfax County Public Library; Directs the efforts of the County's HIPAA Compliance Manager; Maintains responsibility for the County's E-government program; Participates in external groups at the local, state, and federal levels to share the County's information and technology achievements as well as to learn of new innovations; Administers internal and external County boards, authorities, committees and commissions, which are related to the departments reporting to the CIO; Serves as the liaison to the Information Technology Policy Advisory Committee (ITPAC), a permanent private sector group appointed directly by the Board of Supervisors to provide the Board with a source of expert citizen advice regarding information and technology issues; and which serves as the board of directors to the CIO, providing advice, experience and support for the IT program; Advises the Board of Supervisors and senior County management on information and technology matters;



Provides oversight of IT investments/project portfolio as the chair of the Senior Information Technology Steering Committee (internal County group) to ensure their alignment and support

of strategic business plans;

May serve as Acting County Executive in the absence of the County Executive.

**CLASS CODE: 1109 TITLE: CHIEF INFORMATION OFFICER GRADE: E-14**

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**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Thorough knowledge and understanding of business principles, processes, information and

technology;

Knowledge of the principles and practices of process innovation and re-engineering/redesign to

provide the citizens, business community, and employees with timely and convenient access to

information and services through the use of technology;

Thorough knowledge and understanding of information and technology directions, trends, and

the strategic business impact of key business and information and technology initiatives;

Ability to predict, analyze, and manage cultural and technological changes within the organization;

Ability to drive enterprise objectives;

Ability to provide dynamic leadership that can develop and energize multi-discipline, high

performance work teams to learn and apply new skills/techniques to business needs;

Ability to lead private sector and internal County board of directors in providing direction to the

County's information and technology projects, plans, and budgets;

Ability to exercise independent judgment and creative problem-solving techniques in a highly

complex environment using leading edge technology and/or diverse user systems;

Ability to communicate both orally and in writing;

Ability to present and discuss information in a way that establishes rapport, persuades others, and

gains understanding;

Ability to establish a working partnership with senior level management both within the County

and the private sector as well as employees and other customers.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a Bachelor's Degree in

Computer Science, Public Administration or a related information-based field; PLUS

Eight years of progressively responsible experience, during which one or more of the following

occurred:

- successfully developed and implemented new technologies and work processes
- demonstrated competency in strategic thinking and leadership with strong abilities in relationship management
- gained experience in leading multidiscipline, high performance work teams/groups
- demonstrated competency in developing efficient and effective solutions to diverse and complex business problems
- demonstrated high competency in project management and the execution of multiple or large projects.

**CLASS CODE: 1109 TITLE: CHIEF INFORMATION OFFICER GRADE: E-14**

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**CERTIFICATES AND LICENSES REQUIRED:**

None.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: November 18, 2002

REVISED: April 16, 2002

ESTABLISHED: September 6, 2001

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1101**

**TITLE: DIRECTOR OF INFORMATION TECHNOLOGY (Chief Technology Officer)**

**GRADE: E-13**

**DEFINITION:**

Under the administrative direction of the Chief Information Officer, directs and manages the

Department of Information Technology charged with performing all aspects of information

technology needed to support the County government and citizens, from inception, through

planning, to delivery; develops a comprehensive technological strategy that proactively positions the County for future growth and success; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is exempt from the County's merit system under Article 4, Subsection 15.1-763 of the

Code of Virginia and Section 3-1-2(b)(1) of the Merit System Ordinance.

**ILLUSTRATIVE DUTIES:**

Advises the Board of Supervisors and senior management on information technology; Works directly with the CIO in advancing and marketing the County's technology and e-government capabilities;

Manages a portfolio of IT projects and oversees the day-to-day operation of computer system

projects, data processing operations, and voice and data communications activities;

Directs and participates fully in the formulation of enterprise-wide business strategies and plans;

Develops County-wide information technology (IT) plans (strategic and tactical);

Manages County-wide investment in information technology assets;

Conducts research for, provides technical advice to, and responds to requests for information

from, the Board of Supervisors and County officials;

Coordinates the establishment of County-wide information technology architecture, policies, and

standards;

Studies, evaluates, plans, and implements new research programs and techniques;

Ensures information technology training is provided both for department staff and for County

staff needing information technology to accomplish their duties;

Provides consulting support for business process redesign activities, computer system development, network management, etc.;

Oversees the preparation and administration of the departmental budget.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Extensive knowledge of information systems analysis, design, construction, integration, operation, security, and maintenance;

Knowledge of the principles and practices of process innovation, and re-engineering/redesign;

Knowledge of the principles and practices of data administration and database administration;

Knowledge of the principles and practices of organization and management;

**CLASS CODE:** 1101

**TITLE:** DIRECTOR OF INFORMATION TECHNOLOGY (Chief Technology Officer)

**GRADE:** E-13

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Demonstrated knowledge of the principles and practices of project management, contract management, and vendor relationships;

Ability to foster and maintain successful customer relationships and provide quality service;

Ability to analyze complex technical data and draw sound conclusions;

Ability to organize, plan, and direct a variety of complex technical operations;

Ability to present ideas effectively, both orally and in writing;

Ability to maintain effective working relationships with associates, County officials, and the

public;

Ability to work with senior management to identify business opportunities and achieve successes

through effective employment of technology.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a master's degree and major

course work in information technology, computer science, business administration or a related

field; PLUS

Ten years of increasingly responsible managerial experience in applying information technology

to meet the needs of a government or business organization.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**SPECIAL REQUIREMENTS:**

None.

REVISED: December 4, 2003

ESTABLISHED: July 18, 1994



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1859 TITLE: NETWORK/TELECOMMUNICATIONS ANALYST IV****GRADE: S-31****DEFINITION:**

Under general supervision, supervises network/telecom analysts and technicians operating at all levels of the organization, assigns work, establishes priorities, and assures the availability of resources; provides help desk problem resolution assistance; or serves as senior technical resource for all planning, installation, relocation, service upgrade, and de-installation projects; analyzes network and communication systems capacities and capabilities and conducts cost-benefit analysis; provides leadership in the development and design of new systems; maintains a level of knowledge and expertise sufficient to maintain operating systems at their most efficient level; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This advanced/supervisory level network/telecommunications analysis work is distinguished from the Network/Telecommunications Analyst III by the performance of work that includes full supervisory responsibility and/or focuses on whole systems, long-range planning, and anticipation of future needs based on new existing or anticipated technological development. Incumbents perform highly complex analyses and technical tasks involving assignment and coordination of staff and/or consideration of state-of-the-art developments.

**ILLUSTRATIVE DUTIES:**

Plans, organizes, coordinates, assigns, and evaluates the work of subordinate analysts and technicians;

Provides work counseling and training as needed;

Oversees network/telecommunication system and service performance in support of business activities, service requests, and projects;

Assures effective system performance and proper maintenance;

Evaluates and establishes system operational policies and procedures;

Develops and implements competitive bidding for services and equipment;

Oversees vendor/contractor services;

Reviews and approves technical proposals and cost estimates for vendor/contractor provided services;

Negotiates time frames and assigns/schedules staff;

Oversees inspection, correction, acceptance, and continuing maintenance of vendor/contractor work;

Coordinates projects and activities among County staff, outside vendors/contractors, and agency management;

**CLASS CODE: 1859 TITLE: NETWORK/TELECOMMUNICATIONS ANALYST IV****GRADE: S-31 Page 2**

Provides technical assistance and consulting support to staff and other agencies with regard to solutions to program needs and business activities;

Prepares budget estimates and cost-benefit analyses of services and products;

Reviews, analyzes, and interprets relevant tariffs, regulations, acts, and laws;  
Presents facts and resulting requirements to higher management;  
Makes recommendations regarding regulatory issues;  
Prepares, recommends, maintains, and implements short and long-term strategic plans for network and telecommunications services;  
Evaluates and implements the use of new technologies;  
Evaluates existing systems for cost and operational effectiveness;  
Evaluates existing infrastructure and inventories of services, hardware and software and develops replacement, upgrade, and consolidation methodologies into short- and long-term strategic plans; Researches alternatives and prepares written recommendations and briefings for higher management to promote optimum utilization of system services and staff;  
Oversees after hours installation and/or repair activities;  
Represents the agency and/or County at committee and task force meetings involving other agencies;  
Provides technical assistance and resources to other staff as needed.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of data and voice communications protocol and industry standards such as internet, intranet, internet security, frame relay, and data network;  
Thorough knowledge of communications network management and router configuration;  
Thorough knowledge of a wide variety of hardware and software, cabling, power requirements, ancillary equipment, and other items related to network operations and telecommunications systems;  
Knowledge of competitive bidding process and role of technical contract management;  
Knowledge of budgeting and cost-benefit analysis;  
Considerable knowledge of new developments in technology related to network and telecommunications systems;  
Ability to plan, organize, coordinate, assign, and evaluate the work of subordinate staff;  
Ability to plan, schedule, coordinate and manage studies, special projects, and assignments;  
Ability to evaluate and make recommendations on different hardware and software packages;  
Ability to provide guidance, training, and technical assistance to users and other staff;  
Ability to evaluate, oversee, monitor, and maintain network and telecommunications operations;  
Ability to communicate effectively, both orally and in writing;  
Ability to assist users in solving systems problems;  
Ability to translate technical terminology into terms understandable to non-technical personnel;  
Ability to establish and maintain effective business relationships.

CLASS CODE: 1859 TITLE: NETWORK/TELECOMMUNICATIONS ANALYST IV  
GRADE: S-31 Page 3

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:  
Possession of an associate's degree in computer science, electrical engineering, electronics, or a related field; PLUS

Five years' network and/or telecommunications experience; OR  
A bachelor's degree in such fields; PLUS  
Three years' experience in network or telecommunications system design, analysis,  
installation, and troubleshooting, including some supervisory experience.

CERTIFICATES AND LICENSES REQUIRED:

None.

ESTABLISHED: May 24,

1999

## **CLASS SPECIFICATION**

County of Fairfax, Virginia

**CLASS CODE:** 1804 **TITLE:** BUSINESS ANALYST IV **GRADE:** S-29

### **DEFINITION:**

Under general supervision, serves as the architect of business processes around complex technical systems; directs the alignment of technology solutions with business strategies; manages the key performance indicators for business processes and systems; serves as lead

system administrator for multiple complex interdepartmental systems or inter-operating systems

that reside on multiple platforms and interface with Federal and State systems; develops policies

and processes ensuring compliance with Federal and State regulations outside of the County

while coordinating internally with the Department of Information Technology and county agencies; and supervises two or more professional level functional IT staff involved in the

systems development life cycle; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is management level business analyst work. Positions in the Business Analyst IV job class

are distinguished from the Business Analyst III in that positions in the Business Analyst III class

serve as the lead administrator for a county-wide enterprise or interdepartmental system, investigating most complex system problems, and interacting with management or other governmental entities on system-related issues whereas positions in the Business Analyst IV

serve as lead administrator for multiple complex interdepartmental systems requiring interface

with Federal and State systems outside of the County and across internal systems internally

residing on multiple platforms, and managing the business process activities of the systems

development life cycle and workgroups.

### **ILLUSTRATIVE DUTIES:**

Provides direction to align technology with organization's strategy, priorities, and business needs;

Serves as lead system administrator for multiple complex interdepartmental systems in multiple

environments on a variety of platforms;

Develops the processes and policies to ensure compliance with Federal and State systems and

regulations;

Serves as agency's point of contact to coordinate and funnel agency's needs and requests through Human Services' centralized IT Strategic Planning Group;



Oversees the evaluation and redesign of business processes to enhance business functionality and efficiency and to facilitate large-scale change;  
Leads efforts to seek ways of applying new and existing technology to business processes, providing expertise on technical trends and external practices;  
Manages the business process activities for the systems development life cycle for new and/or existing complex systems;  
Manages the development, implementation, interoperability, quality assurance, and security of systems;

**CLASS CODE: 1804 TITLE: BUSINESS ANALYST IV GRADE: S-29**

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Identifies and maintains key performance measures for business processes associated with technical systems;  
Manages workgroups that perform documentation of system requirements and specifications detailing user needs to be utilized by system technical support members;  
Manages staff performing the functional testing process during solution implementation to ensure that they function correctly to serve user needs without compromising other system functions;  
Determines appropriate system life cycle techniques and methods for implementation;  
Supervises the delivery of training classes to user groups;  
Evaluates, prioritizes, and educates others on the technical implications of requested changes and improvements on systems;  
Brokers services with DIT and vendors on behalf of customers;  
Coordinates multi-system solutions to clarify interdependencies so that systems interface seamlessly with each other;  
Communicates with other IT functional areas to apprise them of project status, inform senior management of progress, and keep DIT's technology and service managers aware of user issues needing resolution;  
Stays abreast of technology changes.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Advanced knowledge of methods, metrics, tools, and techniques of business process reengineering;  
Advanced knowledge of the principles, methods and tools for conducting performance assessments of IT systems, change management theories, and their application in a business environment;  
Advanced knowledge of procedures for developing technical and operational support documentation and tools for analyzing and developing test and evaluation procedures;  
Advanced knowledge of principles, methods and techniques of information technology assessment;  
Considerable knowledge of interdepartmental and/or county-wide processes, procedures, and requirements;  
Considerable knowledge of the capabilities of information technology software, hardware, and network communication technology;  
Considerable knowledge of the capabilities of various computer platforms functioning in centralized, distributed, client server, and stand-alone environments;

Considerable knowledge of effective processes, methods, techniques to analyze and evaluate business operations;  
Knowledge of effective supervisory methods, practices, and techniques;  
Ability to manage/administer multiple computer systems in a diverse computing environment;  
Ability to work on problems of diverse scope where analysis requires a comprehensive understanding of hardware/ software systems solutions;  
Ability to manage both small and large long and short-term projects under project timeline and resources;

**CLASS CODE: 1804 TITLE: BUSINESS ANALYST IV GRADE: S-29**

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Ability to write computer program operating instructions;  
Ability to write effectively, including technical writing;  
Strong analytical and conceptual skills with a demonstrated track record in new concept development for various projects and complex technical plans;  
Ability to understand how IT affects an organization and ability to link it to redesigned business processes; and  
Ability to work cooperatively with technical staff and end users and establish and maintain relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:  
Possession of a bachelor's degree in computer information systems, business administration, or related field; PLUS  
Four years' experience in information systems and process redesign, managing and implementing all phases of the systems development life cycle including at least 1 year of supervisory experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency. Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.

ESTABLISHED: January 22, 2004



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE:** 1801 **TITLE:** BUSINESS ANALYST I **GRADE:** S-22**DEFINITION:**

Under general supervision, provides mainframe and PC systems support for a user agency by preparing corrections and modifications to data processing system interfaces and distributing custom and routine reports; maintains tables and participates in acceptance testing; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is entry level business analyst work. It is distinguished from the Business Analyst II by the performance of less complex tasks related to the review and modification of administrative processes and procedures for automation purposes. The Business Analyst II reviews and analyzes an organization's IT needs and recommends enhancements/process changes related to their business operations.

**ILLUSTRATIVE DUTIES:**

Provides support in administering a complex automated systems;  
Ensures information and reports produced by the system are accurate and valid;  
Performs data integrity checks;  
Notifies technical staff of any problems or errors;  
Integrates data from various sources into the system;  
Monitors system activity and reports problems;  
Tests and analyzes all new interfaces into the system and reports problems;  
Creates and distributes reports;  
Assists agencies in correcting errors;  
Provides assistance and training to system users;  
Assists in analyzing, developing, implementing, and maintaining applications to meet the needs of users;  
Assists with product evaluations and product implementation;  
Assists in the development and dissemination of information alerting staff to new IT-related administrative procedures or services;  
Assists in identifying business needs and business process improvement;  
Participates in planning for future IT solutions;  
Attends training workshops, product demonstrations, conferences, and technical briefings;  
Stays abreast of technology changes;  
Provides assistance to other staff as needed.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Some knowledge of business operations, processes, and procedures;  
Some knowledge of the capabilities of information technology software, hardware, and network communication technology;

**CLASS CODE:** 1801 **TITLE:** BUSINESS ANALYST I **GRADE:** S-22 Page 2

Some knowledge of the capabilities of various computer platforms functioning in centralized, distributed, client server, and stand-alone environments;  
Some knowledge of effective processes, methods, and techniques to analyze and evaluate business operations;

Ability to analyze and evaluate administrative processes and procedures for automation purposes;

Ability to conduct research into new information technology;

Ability to train employees in the use of hardware and software;

Ability to prepare user manuals;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Possession of a bachelor's degree in a field related to the agency where IT services are being used. Experience should include six months in analysis of business operations related to the use of automated technology.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE:** 3110

**TITLE:** DIRECTOR OF ENVIRONMENTAL HEALTH **GRADE:** S-33

**DEFINITION:**

Under administrative direction, plans, directs, evaluates and manages Environmental Health programs; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is an administrative, managerial class with overall accountability for the quality and effectiveness of Environmental Health programs and the achievement of agency goals and objectives.

**ILLUSTRATIVE DUTIES:**

Plans, organizes, directs, and manages the delivery of Environmental Health services ensuring that County, State, and Federal requirements are met;  
Develops and implements standards, policies, and procedures for the Division of Environmental Health;  
Assures that staff are in compliance with appropriate licensure and practice requirements;  
Directs training and orientation of supervisory, professional, and paraprofessional personnel;  
Evaluates Environmental Health programs as they relate to community needs;  
Develops and justifies budget for Environmental Health programs and services;  
Represents the Health Director at meetings with community and governmental representatives;  
Coordinates placement of Environmental Health interns in the County for the purpose of gaining experience;  
Conducts surveys and studies for special projects relating to Environmental Health needs and program proposals in Fairfax County;  
Confers with other government/community agencies on coordination of Environmental Health services;  
Speaks to professional, civic, and community groups on services and programs available;  
Participates in regional initiatives and program planning;  
Meets regularly with departmental director and other division directors to aid in the coordination of the total health program and formulation of new policies;  
Responsible for the preparation of ordinances relating to public health and sanitation;  
Advises staff on difficult or unusual problems;  
Answers complaints and advises on sanitary hazards;  
Makes inspections and recommendations in emergency situations;  
Makes final decision in controversial high risk situations;  
Serves as hearing officer in code appeals.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the theories, principles, and practices of Environmental Health, public health and community health planning;

Extensive knowledge of the principles and practices of Environmental Health, communicable

CLASS CODE: 3110 TITLE: Director of Environmental Health GRADE: S-33 Page 2

diseases, and epidemiology;  
Knowledge of applicable Federal, State, and County Environmental Health laws and regulations;  
Knowledge of current literature and new developments in Environmental Health and administration;  
Knowledge of the principles, practices, and techniques of administration, management, supervision, and consultation;  
Knowledge of demography, statistics, and research methodology;  
Knowledge of available community resources for referral;  
Knowledge of the legislative and political process;  
Ability to identify Environmental Health needs in the community;  
Ability to function effectively as an interdisciplinary management team leader or member;  
Ability to plan and evaluate a comprehensive Environmental Health program;  
Ability to develop, analyze, and review methods and systems for Environmental Health services delivery;  
Ability to write comprehensive reports;  
Ability to provide constructive leadership;  
Ability to communicate effectively both orally and in writing;  
Ability to establish and maintain effective working relationships with associates, representatives from other agencies, and the community;  
Ability to operate a motor vehicle.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to: Graduation from an accredited four-year college or university with a Bachelor's degree in Environmental Health or Bachelor's degree with at least thirty (30) semester hours of course work in the physical or biological sciences; PLUS,  
Eight years of experience in the Environmental Health field, at or above a level equivalent to Environmental Health Specialist II, including at least five years of experience supervising environmental health investigative work.

**CERTIFICATES AND LICENSES REQUIRED:**

Possession of a valid Motor Vehicle Driver's License. Must provide automobile for personal transportation in the performance of official duties.

REVISED: August 15, 1997



**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1171 **GRADE:** S-34

**TITLE:** ENVIRONMENTAL MANAGEMENT ADMINISTRATIVE DIRECTOR

**DEFINITION:**

Under the direction of the department head, and subject to County policies and procedures, to plan, organize, and manage the Administrative Division within the Director's Office of the Department of Environmental Management; to oversee the activities of the Employee Development Section (which includes the personnel unit, word processing center, and training center), the Fiscal Control Section (which is responsible for the budgeting, accounting, and purchasing functions and the Clerical Support/Central Records unit), the Complaint Section, and the Data Processing Support Section, as well as such other administrative sections as may be established; and to do related work as required.

**TYPICAL TASKS:**

Develops administrative policies and procedures for DEM and coordinates their implementation; manages the work flow of the Administrative Division;

Monitors and exercises general managerial supervision over the activities of the Employee Development Section (i.e., the personnel unit, work processing center, and training center), Fiscal Control Section (including the clerical support/central records unit), Complaint Section, and Data Processing Support Section, through their respective immediate supervisors;

Coordinates the functions of the Administrative Division with other divisions in DEM, and with other County agencies (e.g., Finance, Management and Budget, Research and Statistics);

Prepares the Administrative Division's annual budget request;

Compiles the budget requests for DEM's three divisions (Administration, Inspection Services, and Design Review) into the department's final budget proposal to be submitted to the Office of Management and Budget for consideration by the Board of Supervisors;

Compiles and analyzes data for administrative decisions;

Evaluates the performance of subordinates;

Represents the department in meetings and conferences dealing with administrative matters;

Interprets established administrative policies and provides information and guidance in resolving problems;

Prepares adjustments within the department's fee schedule and supporting justification for consideration by the Board of Supervisors;

Ensures that departmental expenditures are within budgetary limits;

Ensures that departmental fiscal transactions and cash handling procedures conform to County policies and procedures;

Supervises the review of existing data processing systems (i.e., PAMS and ISIS) to identify program modifications needed, recommend new applications of existing systems, or recommend new systems to be developed;

Drafts legislation;

CLASS CODE: 1171 GRADE: S-34 TITLE: ENVIRONMENTAL MANAGEMENT  
ADMINISTRATIVE DIRECTOR Page 2

Testifies on behalf of the department before public bodies;

Studies issues related to the department's operations and prepares written reports of findings.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of, and the ability to apply, the principles and practices of public administration, including organization, personnel administration, budgeting, financial accounting, and purchasing in the public sector;

Knowledge of modern office practices, procedures, and methods;

Knowledge of statistical methods and the ability to apply them;

Knowledge of research methods and techniques, and methods of report preparation;

Ability to analyze and interpret data and reach sound conclusions;

Ability to plan and organize the efforts of a number of administrative operations;

Ability to supervise and/or coordinate the work of others;

Ability to write clear and concise reports, memoranda, and letters;

Ability to work independently within established policies and guidelines;

Ability to develop and maintain good working relationships with officials, other employees, and the public.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in public administration, business administration, or a related field; plus five years of increasingly responsible experience in the field of personnel administration, accounting, budgeting, purchasing, engineering, county development, and/or law, two years of which must have been in a supervisory capacity.

APPROVED: January 6, 1986

07690

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 5187 TITLE: ASSISTANT ENVIRONMENTAL SERVICES  
DIRECTOR**

**GRADE: S-26**

### **DEFINITION:**

Under direction, to assist in the planning, coordinating, and directing of the environmental services program; to supervise a major functional unit comprised of at least one section (e.g., Industrial Waste Management or Instrumentation and Laboratory); and to do related work as required.

### **TYPICAL TASKS:**

Assists in the direction of staff engaged in laboratory analysis by wet and instrumental methods, or industrial and hazardous/toxic waste management;  
Assigns and supervises special studies and investigations;  
Reviews and comments on technical documents and manuals;  
Prepares agenda for staff meetings;  
Evaluates equipment needs;  
Develops new procedures for testing, inspections and data handling;  
Monitors correctness and commonality of approach to all testing and regulatory implementation;  
Assists in court case preparation;  
Ensures compliance with Federal, State and County procedures and regulations and drafts revisions for submission as appropriate;  
Deals with private industry officials, vendors, regulatory authorities, other County agencies and the public as necessary; promotes safety awareness and enforces safety procedures;  
Prepares correspondence and reports;  
Coordinates and reviews the annual budget.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and techniques of theoretical and applied chemistry, biochemistry, microbiology, waste management, operation of analytical instrumentation and sanitary engineering;  
Considerable knowledge of pertinent Federal, State and County procedures and regulations and ability to ensure compliance;  
Knowledge of wastewater treatment plant design and construction as well as operating principles;  
Ability to manage and direct staff;  
Ability to recognize the need for new or revised test methods/ procedures or equipment;  
Ability to deal effectively both verbally and in writing;  
Ability to coordinate and evaluate financial and administrative documents;  
Ability to comment on or compose detailed scientific reports.

**CLASS CODE: 5187 TITLE: ASSISTANT ENVIRONMENTAL SERVICES**

**DIRECTOR GRADE: S-26 Page 2**

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited college or university with a degree in chemistry, biology, or sanitary engineering with at least four years of diverse, professional experience in a full-service pollution control laboratory. One year of the required experience should be in a supervisory capacity.

REVISED: July 27, 1987

ESTABLISHED: July 1977



**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 5191 GRADE: S-28**

**TITLE: ASSISTANT ENVIRONMENTAL SERVICES DIRECTOR, INDUSTRIAL WASTE SECTION**

**DEFINITION:**

Under direction, to manage and administer the Industrial Waste section and the County Pretreatment Program; and to perform related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

The Assistant Environmental Services Director, Industrial Waste section differs from the Environmental Health Supervisor in that the Assistant Environmental Services Director manages

and administers the Industrial Waste section and the County Pretreatment Program, whereas the

Environmental Health Supervisor functions as first-line supervisor over a group of Environmental Health Specialist II's.

**ILLUSTRATIVE DUTIES:**

Assists in the direction of staff engaged in industrial and hazardous/toxic waste management;

Enforces county, state, and federal pretreatment program regulations;

Performs program administration functions, including budget preparation, expenditure oversight,

personnel management, and grant administration;

Administers the review process for in-house and contract laboratories utilized by regulated users

to ensure procedures conform with applicable regulations;

Develops and implements wastewater treatment plant specific local limits and performs associated administrative functions;

Develops and directs all wet weather monitoring for County Municipal Separate Storm Sewer

System (MS4) permit;

Assigns and supervises special studies and investigations;

Reviews and comments on technical documents and manuals;

Prepares agenda for staff meetings;

Evaluates equipment needs;

Develops new procedures for testing, inspections and data handling;

Monitors correctness and commonality of approach to all testing and regulatory implementation;

Assists in court case preparation;

Interfaces with private industry officials, vendors, regulatory authorities, other County agencies

and the public as necessary;

Provides interjurisdictional coordination related to pretreatment activities;

Responds to requests and inquiries from the public; the media; County, State, and Federal agencies; and other jurisdictions;

Conducts presentations on pretreatment and industrial waste activities;  
Prepares Pretreatment Agreements and changes to the County Code;  
Promotes safety awareness and enforces safety procedures;

**CLASS CODE: 5191 GRADE: S-28**

**TITLE: ASSISTANT ENVIRONMENTAL SERVICES DIRECTOR, INDUSTRIAL  
WASTE**

**SECTION**

Page 2

Prepares correspondence and reports.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and techniques of theoretical and applied chemistry,  
biochemistry, microbiology, waste management, operation of analytical instrumentation and  
sanitary engineering;  
Working knowledge of pertinent Federal, State and County procedures and regulations and  
ability to ensure compliance;  
Knowledge of wastewater treatment plant design and construction as well as operating principles;  
Ability to manage and direct staff;  
Ability to recognize the need for new or revised test methods/procedures or equipment;  
Ability to communicate effectively, both verbally and in writing;  
Ability to coordinate and evaluate financial and administrative documents;  
Ability to comment on or compose detailed scientific reports.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:  
Graduation from an accredited college or university with a degree in chemistry, biology, or  
sanitary engineering; PLUS  
Four years of diverse, professional experience in an environmental regulatory program.  
One  
year of the required experience should be in a supervisory capacity.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: January 23, 2002

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1110 TITLE: COUNTY ATTORNEY GRADE: X-01****DEFINITION:**

Subject to policy determination, to be responsible for representing the County in civil legal actions to which the County is a part or in which the County is interested; to act as legal advisor to the County Board of Supervisors and County officials; and to direct a staff of attorneys engaged in providing the County with civil legal services; and to do related work as required.

**ILLUSTRATIVE DUTIES:**

Acts as the legal advisor of the Board of Supervisors, the County Executive and all departments, boards, commissions of the County in all matters affecting the interests of the County; Handles all legal work involved in the acquisition of property and easements for the County; represents the County as counsel in any civil case in which it is interested and in criminal cases in which the constitutionality or validity of any ordinance is brought in issue; Draws or approves all bonds, deeds, leases, contracts or other instruments to which the County is a party or in which it has an interest; Supervises the preparation of all ordinances and resolutions for introduction, and at the request of the Board or any member thereof, shall examine any ordinance or resolution after introduction and render his opinion as to the form and legality thereof; Attends all Board of Supervisors meetings; Decides major legal questions referred by the staff and on tax suits; supervises the Office of the County Attorney.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the sources of legal reference;  
Knowledge of the principles and practices of law;  
Knowledge of local, state, and federal laws and court decisions affecting the practice of law at the county level;  
Ability to learn Fairfax County ordinances and resolutions;  
Ability to analyze facts and reach logical conclusions;  
Ability to express ideas effectively, both orally and in writing;  
Ability to plan, assign and review the work of subordinate attorneys;  
Ability to maintain effective working relationships with associates, County officials and the public.

**EMPLOYMENT STANDARDS:**

Membership in the Bar of the State of Virginia or graduation from an accredited law school and

eligibility for admission to the Bar of the State of Virginia; PLUS

Five years of experience in the practice of civil law in the employ of a municipal or county

government, or acceptable equivalent experience.

**CLASS CODE: 1110 TITLE: COUNTY ATTORNEY GRADE: X-01**

Page 2

An employee in this class who is not a member of the Bar of the State of Virginia on the date of

appointment must gain admission to the Bar of the State of Virginia within six months or be

separated.

**CERTIFICATES AND LICENSES REQUIRED:**

License to practice law in the state of Virginia.

**NECESSARY SPECIAL REQUIREMENTS:**

All positions allocated to the County Attorney series are under the Fairfax County Merit System

of personnel administration and are limited to full time employment and preclude the private

practice of law. However, the phrase "private practice of law" does not include the provision of

pro bono publico legal services in a pro bono legal services program approved by the County

Attorney and in accordance with the policy of the County Attorney governing participation in an

approved program.

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: January 24, 2001



**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 4317 TITLE: ASSISTANT COUNTY ATTORNEY VI GRADE: L-06**

**DEFINITION:**

Under general direction, to personally handle major litigation and specialized subject matter functions within the Office of the County Attorney; and to do related work as required.

**ILLUSTRATIVE DUTIES:**

Personally prepares and presents major cases and legal opinions involving complex issues which represent significant policy matters;  
Prepares and presents key civil cases;  
Reviews and drafts ordinances and resolutions and other legal documents, and renders legal opinions;  
Meets with representatives of County committees, boards, and agencies to provide legal advice, and assists and investigates opportunities for initiating plaintiff litigation;  
Prepares reports and correspondence on legal matters.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the sources of legal reference;  
Knowledge of the principles and practices of law;  
Knowledge of local, state, and federal laws and court decisions affecting the practice of law at the County level;  
Knowledge of Fairfax County ordinances and resolutions;  
Ability to analyze facts and reach logical conclusions;  
Ability to express ideas effectively, both orally and in writing;  
Ability to maintain effective working relationships with associates, County officials and the public.

**EMPLOYMENT STANDARDS:**

Membership in the Bar of the State of Virginia or graduation from an accredited law school and eligibility for admission to the Bar of the State of Virginia; PLUS  
(For Assistant County Attorneys hired on or before December 31, 1997) Any combination of education and experience equivalent to five years of progressively responsible experience in the practice of civil law, with one year at the Assistant County Attorney V level. Extensive litigation experience.

(For Assistant County Attorneys hired on or after January 1, 1998) Any combination of education and experience equivalent to six years of progressively responsible experience in the

practice of civil law, with one year at the Assistant County Attorney V level. Extensive litigation experience.

**CLASS CODE: 4317 TITLE: ASSISTANT COUNTY ATTORNEY VI GRADE: L-06**  
Page 2

An employee in this class who is not a member of the Bar of the Commonwealth Virginia on the date of appointment must gain admission to the Bar of the Commonwealth of Virginia within six months or be separated.

**CERTIFICATES AND LICENSES REQUIRED:**

License to practice law in the state of Virginia.

**NECESSARY SPECIAL REQUIREMENTS:**

All positions allocated to the County Attorney series are under the Fairfax County Merit System

of personnel administration and are limited to full-time employment and preclude the private

practice of law. However, the phrase "private practice of law" does not include the provision of

pro bono publico legal services in a pro bono legal services program approved by the County

Attorney and in accordance with the policy of the County Attorney governing participation in an approved program.

REVISED: January 24, 2001

REVISED: February 13, 1998

ESTABLISHED: January 8, 1990

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 4308 TITLE: ASSISTANT COMMONWEALTH ATTORNEY IV**

**GRADE: S-33**

**DEFINITION:**

Under direction, to perform duties in the full range of criminal prosecutions and investigations, to include individual responsibility for major cases; may supervise lower level attorneys; and to do related work as required.

**TYPICAL TASKS:**

Represents the prosecution in major criminal cases and handles all facets of general criminal trial work including both felonies and misdemeanors;  
Supervises case preparation and trial performance by lower level attorneys;  
Conducts and supervises the conduct of legal research and the preparation of legal briefs, both appellate and trial;  
Handles criminal motions in all courts;  
Advises and consults with law enforcement officers on the handling of criminal cases and investigations;  
Supervises the preparation of search warrants and affidavits therefore.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the sources of legal reference;  
Complete familiarity with all facets of the criminal law;  
Ability to analyze facts and reach logical conclusions;  
Ability to express ideas effectively, both orally and in writing;  
Ability to maintain effective working relationships with associates, law enforcement officers at all levels and the judiciary;  
Ability to supervise and aid in instruction of new and less senior assistants.

**EMPLOYMENT STANDARDS:**

Three years of experience in the practice of criminal law.  
Membership in the Bar of the Commonwealth of Virginia.

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1227 TITLE: LEGAL RECORDS/SERVICES MANAGER GRADE: S-22**

### **DEFINITION:**

Under direction, to direct the operations of a major clerical branch of the Circuit Court or the Police Department, i.e., Land Records, Court Services, or Public Services in the Circuit Court and Central Records in the Police Department; to oversee all assigned functional areas; and to do related work as required.

### **TYPICAL TASKS:**

#### **Circuit Court**

Directs and coordinates the activities of a major branch of Circuit Court, with oversight responsibility for several sections performing specialized functions;

Directs the processing of land transactions, civil and criminal cases, appeal cases, cashiering, various public service functions, etc.;

Oversees the preparation of comprehensive activity reports;

Performs long-range planning and analysis;

Serves as a resource person providing interpretation and explanation of complex legal or procedural matters;

Functions as a liaison between the Clerk's Office and the State Supreme Court, Commonwealth's Attorneys, County Attorneys, local jurisdictions' administrative offices, private law firms, and the public;

Reviews, analyzes, and recommends changes to the Code of Virginia;

Drafts policy statements for the Clerk of the Circuit Court's approval and prepares a synopsis of new regulations for publication in local Bar Association newsletters and periodicals;

Formulates branch policies;

Prepares and monitors the branch budget;

Performs various personnel duties, e.g., employee selection, training, discipline, and performance evaluation;

Develops public relations programs as required.

#### **Police Department**

Directs and coordinates the activities of the Police Central Records Section, with oversight responsibility for several sections performing specialized functions;

Supervises the processing of criminal warrants and various police reports;

Performs long-range planning and analysis;

Monitors compliance with and interprets Federal, State and County laws pertaining to the Freedom of Information, Privacy and Security Acts in releasing criminal history records/information;

Functions as a liaison with the Cooperative Computer Center, the Circuit and General District Courts, the State Criminal Justice Services Commission and other law enforcement agencies with respect to record keeping and information dissemination;

**CLASS CODE: 1227 TITLE: LEGAL RECORDS/SERVICES MANAGER GRADE: S-22 Page 2**

Reviews, analyzes and recommends changes to the Code of Virginia;



Ensures the quality of documents submitted and entered into the on-line computerized records system and ensures the efficiency of the system;  
Formulates section policies and procedures;  
Prepares and monitors section budget;  
Performs various personnel duties, e.g. training, discipline, and performance evaluation.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Comprehensive knowledge of the functions of the assigned branch and/or court procedures;  
Knowledge of the Code of Virginia and regulations relating to the branch;  
Knowledge of the principles of human resource management;  
Knowledge of modern office management, practices, and equipment;  
Skill in directing and coordinating the varied and specialized activities of a large staff;  
Skill in oral and written communications;  
Ability to interpret complex rules and regulations to subordinate staff;  
Ability to resolve problems and work with the public.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in government, public administration, business administration, pre-law, or a related field; plus two years of progressively responsible paraprofessional or technical legal experience, preferably in the appropriate Circuit Court or Police area, including one year of experience supervising a group of clerical and technical employees engaged in the processing, preparation, and maintenance of legal documents.

REVISED: 11/10/89

APPROVED: 1/6/86

04790

**CLASS SPECIFICATION**

County of Fairfax, Virginia

**CLASS CODE:** 1146

**TITLE:** MANAGEMENT AND BUDGET DIRECTOR **GRADE:** E-12

**DEFINITION:**

Under direction of the County Executive to formulate and administer the County's operating budgets, to develop and formulate recommendations regarding the organization and administration of operating programs and the data processing systems analysis functions; and to do related work as required.

**TYPICAL TASKS:**

Directs the development of forms and instructions for the preparation of department budget requests and work programs;  
Develops and maintains a set of management indices to aid management communication and decision making;  
Performs manpower requirement validation studies, directs the preparation and presentation of the recommended budget;  
Directs the administration of the budget following adoption;  
Conducts internal audits;  
Develops and coordinates the County's five year financial plan;  
As requested, conducts studies of County or departmental systems, organizes accounting methods, space requirements, equipment and procedures;  
Directs systems design and programming for approved data processing applications, prepares or supervises the preparation of administrative reports and recommendations.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, methods and problems of organization and management;  
Knowledge of public finance, including auditing, accounting and budgeting;  
Ability to conduct complex systems and procedures studies including data processing;  
Ability to plan and carry out an effective program of budgetary preparation, analysis and administration;  
Ability to guide and direct subordinates in accomplishing detailed technical analyses;  
Ability to make effective oral presentations and to prepare written reports.

**EMPLOYMENT STANDARDS:**

Graduation from college and six years of increasingly responsible experience in government management, budgetary analysis and data processing work.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history record check and credit check as a condition of hiring and periodically thereafter.  
Applicant or

employee will be required to submit a request for a criminal history record check and credit check to the appropriate agency. **Applicants/employee in this position must demonstrate financial responsibility in personal finances as a condition of employment.**  
REVISED: April 16, 2002

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1152****TITLE: ASSISTANT MANAGEMENT AND BUDGET DIRECTOR GRADE: S-35****DEFINITION:**

Under general direction to assist in the administration of the County's budgetary process, to

supervise a division of the Office of Management and Budget, and to do related work as required.

**TYPICAL TASKS:**

Assists the Director of Management and Budget in the overall administration of the General

County's budgetary process;

Supervises the General Government, Personal Development and Revenue Division or the Public

Safety, Administration of Justice and County Development Division of the Office;

Plans, organizes, selects, trains and directs the activities of his/her division;

Prepares work programs to accomplish the mission of the organization, assists in planning

activities of the office;

Represents the Budget Director at meetings with employees, citizens and government officials;

Makes recommendations for improvements to the County's budgetary process.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Must demonstrate a knowledge of the principles and practices of the County's organization,

functions and problems;

Knowledge of the County's budgetary process including the principles of its financial accounting

systems, purchasing and personnel systems;

Ability to plan, organize and direct the work of technical and support staff;

Ability to gain and maintain the confidence and cooperation of the officials, employees and the

public;

Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Graduation from college and six years of increasingly responsible experience within the area of

local government budget preparation and execution. At least one year of experience must have

been as a supervisor of a major functional area. A Master's degree may be substituted for one

year of experience.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history



record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

ESTABLISHED: July 1977

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1217 TITLE: BUDGET ANALYST II GRADE: S-24**

### **DEFINITION:**

Under supervision, does varied technical work in the preparation, review and presentation of the County budget and work programs; and to do related work as required.

### **TYPICAL TASKS:**

Develops forms and instructions for the preparation of departmental budget requests and work programs;

Confers with departmental representatives to secure information regarding their workloads, programs and needs;

Prepares summaries, analyses and recommendations on budgetary requests and programs;

Prepares charts, graphs and statistical tables to aid in the presentation and consideration of the budget and programs;

Makes studies and prepares reports on financial and administrative problems;

Develops and analyzes information relating to the capital improvement program;

Attends and participates in public hearings and meetings.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and methods of public agency accounting and budgeting;

Ability to analyze and evaluate financial statements;

Proposed work programs and budgets;

Ability to prepare reports and to present financial and statistical data in clear and concise form;

Ability to speak effectively in public.

### **EMPLOYMENT STANDARDS:**

Graduation from an accredited four year college or university and two years of technical budget preparation or analysis work, with course work in quantitative analysis, e.g., mathematics, statistics, economics or accounting.

A Master's degree may be substituted for one year of the required experience.

04720

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1216 TITLE: BUDGET ANALYST III GRADE: S-27**

### **DEFINITION:**

Under general supervision, to plan, organize, develop and coordinate formal budget systems and procedures; to supervise subordinate Budget Analysts and/or perform advanced level, highly specialized professional budgeting duties; and to do related work as required.

### **TYPICAL TASKS:**

Performs general supervision over day-to-day budget activities assigned to subordinate Budget Analysts;

Analyzes complex problems and advises other Budget Analysts of methods of handling them or procedures to be followed;

Analyzes departmental and local school work scheduled;

Compiles facts relative to the details of the organization, work units and costs of service, and converts such information into budgetary terms;

Reviews reports and recommendations on departmental and school budget needs, indicates tentative approval or disapproval based on established policies and practices, and forwards findings and recommendations to Budget Analyst IV with modifications and/or recommendations;

Advises and assists departments and schools in the preparation of budget estimates and supporting data;

Conducts surveys and audits to ascertain that funds allocated have been expended as specified;

Analyzes school budget requests and consolidates these requests into overall school budget requests;

Assists in public hearings on proposed budget;

Assists in establishing budgetary control over funds appropriated;

Assists in developing policies, procedures, and practices governing the development, formulation and maintenance of the budget;

Prepares and assembles reports, charts and graphs on statistical and fiscal data for use in budget justifications.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of public administration, with particular reference to governmental budget and finance administration;

Knowledge of statistical and other research procedures and techniques;

Knowledge of the laws and regulations governing the budgetary activities of Fairfax County, or the ability to rapidly acquire such knowledge;

Knowledge of the organization and operations of the Fairfax County School System;

Ability to exercise a high degree of initiative and judgment in analyzing organizational and procedural problems of a highly difficult and complex nature, and in making recommendations thereon;

**CLASS CODE: 1216 TITLE: BUDGET ANALYST III GRADE: S-27 Page 2**

Ability to prepare and interpret financial reports and statements;

Ability to supervise and train subordinate Budget Analysts;

Ability to communicate effectively, both orally and in writing;  
Ability to deal tactfully and effectively with people.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in public administration or a related field, and four years of increasingly responsible experience in administrative or budgetary analysis, with course work in quantitative analysis (e.g., mathematics, statistics, economics or accounting).

REVISED: February 28, 1990

06840



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1215 TITLE: BUDGET ANALYST IV GRADE: S-31**

### **DEFINITION:**

Under direction of the Management and Budget Director to prepare and administer the County's annual operating budget; and to do related work as required.

### **TYPICAL TASKS:**

Directs the development of forms and instructions for the preparation of departmental budget requests and work programs;

Directs the compilation and analysis of fiscal data relating to the operation of the County government;

Directs the preparation and presentation of the recommended budget;

Conducts studies of County or departmental budgetary systems, prepares or supervises the preparation of analytical revenue and expenditure reports and recommendations;

Consults and advises with the County Executive and department head on budgetary problems;

Speaks before interested groups on County fiscal matters;

Keeps informed on trends and development in the field of local government finance and control.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the functions and problems of local government;

Knowledge of the principles, methods and problems of organization and management control;

Knowledge of public finance, including accounting and budgeting;

Knowledge of the principles and methods of financial analysis;

Ability to plan and carry out an effective program of budgetary preparation, analysis and administration;

Ability to conduct complex financial studies;

Ability to establish and maintain effective relationships with other officials and the public.

### **EMPLOYMENT STANDARDS:**

Graduation from college and five years of increasingly responsible experience in administration or budgetary analysis work, with course work in quantitative analysis, e.g., mathematics, statistics, economics or accounting.

A Master's degree may be substituted for one year of the required experience.

04700

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1218 TITLE: BUDGET ANALYST I GRADE: S-20**

### **DEFINITION:**

Under close and instructional supervision to perform a variety of technical work in the preparation, review and presentation of the County budget; and to do related work as required.

### **TYPICAL TASKS:**

Performs tasks in assisting a higher level Budget Analyst in any phase of budget work;  
Performs numerous accounting type functions included in the preparation and review of the County budget;  
Processes requisitions and personnel action forms in an appropriate manner as defined in budget procedures;  
Accomplishes coding functions necessary for proper data input into the computerized budgetary/accounting system;  
Performs miscellaneous research associated with the analyst functions.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and methods of public agency accounting and budgeting;  
Ability to analyze and evaluate financial statements;  
Proposed work programs and budgets;  
Ability to prepare reports and to present financial and statistical data in clear and concise form.

### **EMPLOYMENT STANDARDS:**

Graduation from an accredited four year college or university with course work in quantitative analysis, e.g., mathematics, statistics, economics or accounting.  
Upon completion of the training program, employees must be promoted, transferred or dismissed.  
04730

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1217 TITLE: BUDGET ANALYST II GRADE: S-24**

### **DEFINITION:**

Under supervision, does varied technical work in the preparation, review and presentation of the County budget and work programs; and to do related work as required.

### **TYPICAL TASKS:**

Develops forms and instructions for the preparation of departmental budget requests and work programs;

Confers with departmental representatives to secure information regarding their workloads, programs and needs;

Prepares summaries, analyses and recommendations on budgetary requests and programs;

Prepares charts, graphs and statistical tables to aid in the presentation and consideration of the budget and programs;

Makes studies and prepares reports on financial and administrative problems;

Develops and analyzes information relating to the capital improvement program;

Attends and participates in public hearings and meetings.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and methods of public agency accounting and budgeting;

Ability to analyze and evaluate financial statements;

Proposed work programs and budgets;

Ability to prepare reports and to present financial and statistical data in clear and concise form;

Ability to speak effectively in public.

### **EMPLOYMENT STANDARDS:**

Graduation from an accredited four year college or university and two years of technical budget preparation or analysis work, with course work in quantitative analysis, e.g., mathematics, statistics, economics or accounting.

A Master's degree may be substituted for one year of the required experience.

04720

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1216 **TITLE:** BUDGET ANALYST III **GRADE:** S-27

**DEFINITION:**

Under general supervision, to plan, organize, develop and coordinate formal budget systems and procedures; to supervise subordinate Budget Analysts and/or perform advanced level, highly specialized professional budgeting duties; and to do related work as required.

**TYPICAL TASKS:**

Performs general supervision over day-to-day budget activities assigned to subordinate Budget Analysts;

Analyzes complex problems and advises other Budget Analysts of methods of handling them or procedures to be followed;

Analyzes departmental and local school work scheduled;

Compiles facts relative to the details of the organization, work units and costs of service, and converts such information into budgetary terms;

Reviews reports and recommendations on departmental and school budget needs, indicates tentative approval or disapproval based on established policies and practices, and forwards findings and recommendations to Budget Analyst IV with modifications and/or recommendations;

Advises and assists departments and schools in the preparation of budget estimates and supporting data;

Conducts surveys and audits to ascertain that funds allocated have been expended as specified;

Analyzes school budget requests and consolidates these requests into overall school budget requests;

Assists in public hearings on proposed budget;

Assists in establishing budgetary control over funds appropriated;

Assists in developing policies, procedures, and practices governing the development, formulation and maintenance of the budget;

Prepares and assembles reports, charts and graphs on statistical and fiscal data for use in budget justifications.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of public administration, with particular reference to governmental budget and finance administration;

Knowledge of statistical and other research procedures and techniques;

Knowledge of the laws and regulations governing the budgetary activities of Fairfax County, or the ability to rapidly acquire such knowledge;

Knowledge of the organization and operations of the Fairfax County School System;

Ability to exercise a high degree of initiative and judgment in analyzing organizational and procedural problems of a highly difficult and complex nature, and in making recommendations thereon;

**CLASS CODE:** 1216 **TITLE:** BUDGET ANALYST III **GRADE:** S-27 Page 2

Ability to prepare and interpret financial reports and statements;

Ability to supervise and train subordinate Budget Analysts;

Ability to communicate effectively, both orally and in writing;



Ability to deal tactfully and effectively with people.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in public administration or a related field, and four years of increasingly responsible experience in administrative or budgetary analysis, with course work in quantitative analysis (e.g., mathematics, statistics, economics or accounting).

REVISED: February 28, 1990

06840

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1215 TITLE: BUDGET ANALYST IV GRADE: S-31**

### **DEFINITION:**

Under direction of the Management and Budget Director to prepare and administer the County's annual operating budget; and to do related work as required.

### **TYPICAL TASKS:**

Directs the development of forms and instructions for the preparation of departmental budget requests and work programs;

Directs the compilation and analysis of fiscal data relating to the operation of the County government;

Directs the preparation and presentation of the recommended budget;

Conducts studies of County or departmental budgetary systems, prepares or supervises the preparation of analytical revenue and expenditure reports and recommendations;

Consults and advises with the County Executive and department head on budgetary problems;

Speaks before interested groups on County fiscal matters;

Keeps informed on trends and development in the field of local government finance and control.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the functions and problems of local government;

Knowledge of the principles, methods and problems of organization and management control;

Knowledge of public finance, including accounting and budgeting;

Knowledge of the principles and methods of financial analysis;

Ability to plan and carry out an effective program of budgetary preparation, analysis and administration;

Ability to conduct complex financial studies;

Ability to establish and maintain effective relationships with other officials and the public.

### **EMPLOYMENT STANDARDS:**

Graduation from college and five years of increasingly responsible experience in administration or budgetary analysis work, with course work in quantitative analysis, e.g., mathematics, statistics, economics or accounting.

A Master's degree may be substituted for one year of the required experience.

04700

**CLASS SPECIFICATION**

County of Fairfax, Virginia

**CLASS CODE:** 1107 **TITLE:** DIRECTOR OF INTERNAL AUDIT **GRADE:** E-09

**DEFINITION:**

Plans and directs the work of the Internal Audit Office within the Office of the County Executive; manages a comprehensive internal audit program; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Plans and directs the review of County procedures and records for their adequacy to accomplish intended objectives;

Supervises the appraisal of County activities in terms of efficiency, effectiveness, and compliance with applicable laws, regulations, procedures, and good management practices;

Prepares an annual audit work plan that identifies areas to be examined and schedules staff to be used;

Directs the conduct of audits and the preparation of audit reports summarizing audit examinations and resulting recommendations;

Prepares periodic progress reports;

Directs follow-up reviews of actions taken to implement audit recommendations;

Establishes operating policies and procedures for the Internal Audit Office.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of internal audit standards, procedures, and techniques;

Extensive knowledge of governmental accounting and auditing principles, methods, and practices;

Knowledge of information systems, standards, procedures and techniques;

Knowledge of management principles, methods, and practices;

Ability to apply governmental principles and practices to complex systems;

Ability to plan, organize, and supervise analyses and reports of financial activities;

Ability to communicate clearly and concisely, orally and in writing;

Ability to work effectively under pressure;

Ability to establish and maintain effective working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance, public administration, business administration, or a related field, with major course work

in accounting, systems analysis and/or computer science; PLUS

Six years of professional experience in governmental accounting or auditing, including two years

of supervisory experience.

**CLASS CODE:** 1107 **TITLE:** DIRECTOR OF INTERNAL AUDIT **GRADE:** E-09

Page 2

**CERTIFICATES AND LICENSES REQUIRED:**

Certification as a Certified Internal Auditor (CIA), Certified Public Accountant (CPA), or Certified Information System Auditor (CISA).

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: August 30, 1996

REVISED: April 10, 1991

ESTABLISHED: April 25, 1983



**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1111 TITLE: DEPUTY DIRECTOR OF INTERNAL AUDIT**

**GRADE: S-32**

**DEFINITION:**

Assists the Director in managing the Internal Audit Office within the Office of the County

Executive; participates in the development and implementation of a comprehensive internal audit

program; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

With the Director, plans and directs the review of County procedures and records for their

adequacy to accomplish intended objectives;

Participates in preparing an annual audit work plan which identifies audit areas and schedules the

staff to be used;

Supervises assigned staff in developing audit programs for major and/or complex audits and in

developing recommendations for changes in complex internal financial and operating procedures;

Supervises the preparation of audit reports on the results of audit examinations and recommendations for improvement;

Conducts all phases of audit examinations in accordance with internal audit standards;

Appraises County activities in terms of efficiency, effectiveness, and compliance with applicable

laws, regulations, procedures, and good management practices;

Supervises information systems auditors, and provides expertise and assistance to Internal Audit

staff in all information systems matters.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of internal audit standards, procedures and techniques;

Extensive knowledge of information systems, standards, procedures and techniques;

Extensive knowledge of governmental accounting and auditing principles, methods, and practices;

Knowledge of management principles, methods, and practices;

Ability to apply governmental principles and practices to complex systems;

Ability to plan, organize, and supervise analyses and reports of financial activities;

Ability to communicate clearly and concisely, orally and in writing;

Ability to work effectively under pressure;

Ability to establish and maintain effective working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

**CLASS CODE: 1111 TITLE: DEPUTY DIRECTOR OF INTERNAL AUDIT**

**GRADE: S-32**

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Graduation from an accredited four-year college or university with a bachelor's degree in finance, public administration, business administration, or a related field, with major course work

in accounting, systems analysis and/or computer science; PLUS

Five years of professional experience in governmental accounting or auditing, including one year

of supervisory experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Certification as a Certified Internal Auditor (CIA), Certified Public Accountant (CPA), or Certified Information System Auditor (CISA).

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: August 30, 1996

REVISED: April 10, 1991

ESTABLISHED: July 27, 1987

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1367 TITLE: FINANCIAL REPORTING MANAGER GRADE: S-29**

### **DEFINITION:**

Under limited supervision, provides management, direction, and supervision to professional accounting staff of the Bonds Disclosure, Comprehensive Annual Financial Report (CAFR), or Auditor of Public Accounts (APA) section within the Department of Finance; serves as technical expert in interpreting and implementing new governmental accounting and reporting standards that have Countywide impact; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

The Financial Reporting Manager maintains central responsibility for the Bonds Disclosure, Comprehensive Annual Financial Report (CAFR), or Auditor of Public Accounts section within the Department of Finance. Whereas the Accountant III may contribute to these centrally managed financial reports, the Financial Reporting Manager maintains central oversight for these products in their entirety.

### **ILLUSTRATIVE DUTIES:**

Manages preparation and compiling of the County's Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with generally accepted accounting principles (GAAP) and audited as required by State code;

Assists in coordinating the external audit and facilitates resolution of audit-related requirements;

Oversees and reviews the production of Component Units' and separately issued annual financial statements;

Manages preparation of annual statements in accordance with the specifications furnished by the Auditor of Public Accounts which are incorporated into the Comparative Report of Local Government Revenues and Expenditures issued by the APA and submitted to the General Assembly;

Ensures that the County's reporting structure accurately translates into that required under the Uniform Accounting and Reporting System;

Works in conjunction with the Department of Management and Budget and Bond Counsel to oversee preparation of debt and financial information sections of the Official Statement, which is required by the Securities and Exchange Commission (SEC) for issuer of municipal bonds;

Manages preparation of continuing disclosure reports for outstanding bonds, and their filing with the Nationally Recognized Municipal Securities Information Repository as required by the SEC;

Ensures that the County is in compliance with arbitrage regulations of the Internal Revenue Service;

Serves as manager for debt service accounting activities for the County;

Provides technical guidance to departments, and assists in development and review of financial and accounting policies in accordance with GAAP, while complying with applicable statutory requirements and regulatory guidelines;

Researches, interprets, and analyzes new accounting pronouncements and standards, and their impact to the County;

Oversees countywide implementation of new governmental accounting and reporting standards;

CLASS CODE: 1367 TITLE: FINANCIAL REPORTING MANAGER GRADE: S-29

Page 2

Plans, directs, and supervises activities of a professional accounting staff;

Provides development programs and training to staff;

Participates in ad hoc committees relating to specific governmental accounting issues.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Extensive knowledge of current governmental and accounting principles, methods, and practices;

Extensive knowledge of overall public finance and governmental accounting and financial reporting to include areas of cash and investments; debt management; pensions; APA; bond disclosure, as pertinent to section to which assigned;

Extensive knowledge of regulatory requirements including laws, rules, administrative policies, principles, methods, and practices pertaining to accounting and financial reporting;

Ability to plan, direct, and supervise professional accounting staff involved in analysis and review of highly complex, diversified accounting tasks;

Ability to analyze, interpret, and implement accounting standards countywide;

Ability compile and evaluate data, draw sound conclusions, and recommend course of action;

Ability to conduct financial studies and prepare complex financial reports;

Ability to communicate effectively, both orally and in writing;

Ability to develop and maintain effective working relationships with subordinates, co-workers, county officials, public and private sector organizations, customers, and the general public.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a Bachelor's degree in Accounting, Business, Finance, or a closely related field; PLUS Five years of increasingly responsible professional accounting experience. Two of the five years must include supervisory experience. CPA certification or a Master's degree in an appropriate field may be substituted for one year of the required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**NECESSARY SPECIAL REQUIREMENTS:**

None.

ESTABLISHED: September 24, 2002



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 4247 TITLE: Internal Affairs Investigator GRADE: S-27****DEFINITION:**

Under general supervision, investigates complaints of administrative or criminal misconduct by career or volunteer Fire personnel; conducts polygraph examinations of applicants or employees under investigation; performs background investigations on applicants for volunteer or career Firefighter and emergency medical technician positions; and performs related duties as assigned.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a civilian class. Although an incumbent must obtain certification as a law enforcement officer to facilitate investigations, he/she will not have arrest powers, carry firearms, or be subject to rotation to another law enforcement function, nor will he/she participate in emergency incidents.

**ILLUSTRATIVE DUTIES:**

Conducts thorough, fair, and impartial investigations into complaints of administrative or criminal misconduct by career or volunteer Fire personnel;

Reports to the Fire Chief or his designee on the status of cases under investigation;

Prepares accurate and timely investigative reports;

Advises citizens or departmental personnel as to the final disposition of internal affairs cases;

Ensures that accurate documentation of internal investigations is maintained;

Transports employees for drug testing, supervises the drug tests, obtains the results, and reports them to the employees' supervisor;

Conducts or coordinates and reviews polygraph examinations on applicants or employees under investigation, and conducts follow-up investigations;

Provides technical support and guidance to supervisory personnel engaged in other departmental investigations;

Conducts background investigations on applicants for volunteer or career Firefighter and emergency medical technician positions;

When requested by the Recruitment Section, coordinates and reviews applicants' polygraph examinations;

Maintains a liaison with the County Attorney's Office;

Assists in answering subpoenas for departmental documents or personnel;

Assists in the preparation of cases to defend the Fire and Rescue Department or its personnel against lawsuits;

Assists the prosecutor when criminal charges are filed against departmental personnel;

Presents the Department's case before the Civil Service Commission or other boards, ensuring that all evidence is presented and that due process is afforded;

Develops and provides information and training programs designed to inform supervisory personnel on matters relevant to internal affairs;

**CLASS CODE: 4247 TITLE: Internal Affairs Investigator GRADE: S-27**

Page 2

Maintains required certifications.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the Department's rules, regulations, general orders, and standard operating procedures, as well as the County's personnel regulations and other relevant County and state laws;

Knowledge of investigator practices and techniques;

Knowledge of local, state and federal statutes;

Knowledge of the judicial system;

Ability to conduct effective interviews and interrogations, elicit pertinent information, and draw sound conclusions;

Ability to extract information from computerized criminal information records (such as the Virginia Crime Information Network and the National Crime Information Center);

Ability to effectively testify before hearing boards and in court;

Ability to prepare accurate, timely reports concerning criminal and administrative investigations;

Ability to maintain effective working relationships with a variety of people.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in criminal justice administration, public administration, business administration, psychology, or a related field; PLUS

Three years of investigative experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Within a year of appointment, certification as a Law Enforcement Officer by the Commonwealth of Virginia;

Within three years of appointment, a Polygraph Examiner's license issued by the Commonwealth of Virginia.

ESTABLISHED: November 18 1996

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1268 TITLE: AUDITOR I GRADE: S-20**

**DEFINITION:**

Under close supervision, performs routine internal audit procedures as part of internal audits of

agencies, programs, or activities.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is entry-level internal auditing work.

**ILLUSTRATIVE DUTIES:**

Obtains, analyzes, and appraises data as a basis for evaluating operations and/or internal controls;

Forms an objective opinion on the adequacy and effectiveness of audited activities;

Prepares work papers and other reports of audit results.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Some knowledge of internal audit standards, procedures, and techniques;

Some knowledge of management principles, methods, and practices;

Some knowledge of the fundamentals of accounting, economics, commercial law, and finance;

Some knowledge of office procedures;

Ability to work effectively under pressure and meet established deadlines;

Ability to analyze, interpret and evaluate fiscal and accounting data and procedures;

Ability to communicate clearly and concisely, orally and in writing;

Ability to establish and maintain effective working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance, public administration, business administration or a related field, with major course work

in accounting or auditing.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: August 30, 1996

REVISED: April 10, 1991



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1267 TITLE: AUDITOR II GRADE: S-24****DEFINITION:**

Under supervision, performs a variety of internal audit procedures involving financial, compliance, operational, investigative, and/or grant activities in agencies receiving County

funds, either individually or as part of a team; and performs related duties as assigned.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is the full-performance level of internal auditing work.

**ILLUSTRATIVE DUTIES:**

Participates in developing a work plan for assigned audits or audit segments;

Participates in identifying key controls and in determining audit procedures to be used;

Reviews transactions, documents, records, and reports for accuracy and effectiveness;

Evaluates the adequacy of internal controls and procedures;

Prepares work papers and written summaries of findings and recommendations;

Conducts preliminary discussions of findings with agency personnel.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of internal audit standards, procedures, and techniques;

Considerable knowledge of management principles, methods, and practices;

Considerable knowledge of fundamentals of accounting, economics, commercial law, and finance;

Considerable knowledge of office procedures;

Ability to work effectively under pressure and meet established deadlines;

Ability to analyze, interpret and evaluate fiscal and accounting data and procedures;

Ability to communicate clearly and concisely, orally and in writing;

Ability to establish and maintain effective working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance, public administration, business administration or a related field, with major course work

in accounting or auditing; PLUS

Two years of professional experience in governmental accounting or auditing.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: August 30, 1996

REVISED: April 10, 1991



**CLASS: 1266 TITLE: AUDITOR III GRADE: S-27**

Page 2

efficiency and effectiveness;

Ability to analyze agency operations to determine their level of compliance with applicable laws and

regulations;

Ability to design and implement tests to check the adequacy of agency controls for preventing waste

and safeguarding assets;

Ability to interpret capital construction contracts and evaluate the accuracy/propriety of costs

included in a contractor's claim or proposal;

Ability to develop a sound strategy for determining actual costs related to capital construction

contracts, identify a means of obtaining necessary data, and extract pertinent information from a

variety of documents, under adversarial conditions;

Ability to testify in court as an expert witness;

Ability to perform cost accounting;

Ability to write clearly and concisely on complex issues;

Ability to make oral presentations on findings and recommendations;

Ability to establish and maintain effective working relationships with others;

Ability to work effectively under pressure and meet established deadlines;

Ability to work independently within established policies, procedures, and guidelines.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance,

public administration, business administration, or a related field, with major course work in

accounting or auditing; PLUS

Three years of professional experience in governmental accounting or auditing.

**CERTIFICATES AND LICENSES REQUIRED:**

Certification as a Certified Internal Auditor (CIA), Certified Public Accountant (CPA), or Certified

Information Systems Auditor (CISA).

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: February 26, 1999  
REVISED: August 30, 1996  
REVISED: April 10, 1991  
REVISED: February 28, 1990

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS: 1266 TITLE: AUDITOR III GRADE: S-27**

**DEFINITION:**

Under general supervision, performs a variety of complex and routine internal audits involving financial, compliance, operational, investigative, and/or grant activities; and/or performs complex and routine capital construction contract audits; exercises considerable independent judgement in solving problems; may serve as team leader on major audits; and performs related duties as assigned.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is advanced level auditing, wherein incumbents receive general guidance from their supervisor while leading/performing the most complex audits. Positions may function as generalists or specialize in a particular type of audit.

**ILLUSTRATIVE DUTIES:**

Examines agency programs and activities to determine the nature of their operations, their efficiency and effectiveness, and the adequacy of the internal controls to prevent waste and safeguard assets;  
Provides professional opinions and conclusions on complex accounting and financial matters to assist County Attorneys and contract officers in the repricing and settlement of contracts and/or proposals, and to assist in the negotiation award of architect and engineer design contract proposals;  
Evaluates the accuracy and propriety of costs included in contractors' claims or proposals;  
Plans the scope of an audit, prepares the audit program, and determines the procedures to be used;  
Determines the direction of each assigned audit;  
Identifies and evaluates control points in internal control systems;  
Analyzes and appraises collected data to determine the effectiveness of the control systems;  
May direct, counsel, and instruct staff assigned to an audit, and review the team members' work for scope and accuracy;  
During and at the conclusion of an audit, presents oral and written reports to agency management concerning recommendations and the auditor's opinion on the adequacy and effectiveness of agency control systems;  
Provides "expert witness" testimony in court as necessary;

Assists the Deputy Director of Internal Audit in planning, implementing, coordinating, and monitoring the Internal Audit Office Capital Construction Audit Plan.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of internal audit standards, procedures, and techniques;

Thorough knowledge of management principles, methods, and practices;

Thorough knowledge of accounting methods, principles, and practices, and specialized accounting techniques;

Knowledge of the fundamentals of economics, finance, quantitative methods, and computerized systems;

Knowledge of contract law;

Ability to analyze agency operations and make sound recommendations for improving agency



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS: 1265 TITLE: AUDITOR IV GRADE: S-31****DEFINITION:**

Under general supervision, manages and supervises internal audit work; plans the most complex audit programs; supervises a group of internal auditors engaged in reviewing, evaluating, and recommending changes in financial and operating procedures; and assists the Director in administering and managing the Internal Audit Office.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is supervisory internal audit work.

**ILLUSTRATIVE DUTIES:**

Plans and supervises the work of internal auditors performing financial, compliance, operational, investigative, and/or grant audits within an assigned area;  
Identifies activities subject to audit coverage and their significance and degree of risk, and develops a program of annual audit coverage for these activities;  
Prioritizes and schedules audit projects and assignments to comply with overall plans and objectives;

Prepares progress reports for the Director;

Performs an ongoing quality control review of projects;

Counsels and guides Auditors III;

Reviews, edits, and discusses all audit reports with agency management;

Presents oral briefings when necessary;

Monitors and prepares administrative reports on audit projects and other assigned activities;

Assists the Director in evaluating overall results of audits and in accomplishing administrative tasks.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of internal audit standards, procedures, and techniques;

Extensive knowledge of management principles, methods, and practices;

Extensive knowledge of accounting methods, principles, and practices, and of specialized accounting techniques;

Knowledge of the fundamentals of economics, finance, quantitative methods, and electronic data processing systems;

Ability to analyze and interpret complex data and draw sound conclusions;

Ability to plan work efficiently and effectively;

Ability to work independently within established policies, procedures, and guidelines;

Ability to communicate clearly and concisely, orally and in writing;

Ability to establish and maintain effective working relationships with others.

CLASS: 1265 TITLE: AUDITOR IV GRADE: S-31 Page 2

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a bachelor's degree in finance, public administration, business administration or a related field, with major course work in accounting or auditing; PLUS

Five years of professional experience in governmental accounting or auditing.

**CERTIFICATES AND LICENSES REQUIRED:**

**Certification as a Certified Internal Auditor (CIA), Certified Public Accountant (CPA), or  
Certified Information Systems Auditor (CISA).**

**REVISED: February 26, 1999**

**REVISED: August 30, 1996**

**REVISED: April 10, 1991**



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1137 TITLE: HUMAN RESOURCES DIRECTOR GRADE: E-12****DEFINITION:**

Subject to policy determination and general direction from the County Executive and Board of Supervisors, is directly responsible for the overall leadership, planning, organization, and direction of the human resources functions, including but not limited to recruitment and selection, classification and compensation, employee training and development, employee health and welfare programs, payroll and employee records, HRIS operations, and employee relations; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is exempt from the County's Merit System under Article 4, Subsection 15.1-763 of the Code of Virginia and Section 3-1-2(b)(1) of the Merit System Ordinance.

**ILLUSTRATIVE DUTIES:**

Administers the County's Merit System Ordinance and Personnel Regulations;  
Confers with the County Executive and Deputy County Executives, department heads, and other individuals and organizations to determine program needs and to evaluate and interpret human resources policies and procedures;  
Confers and participates with the Civil Service Commission and Employee Advisory Council (EAC) to ensure human resources policies/programs attract, maintain, and motivate qualified employees in an environment that fosters performance and diversity;  
Reviews and makes recommendations to management for improvement of policies, procedures, and practices on human resources matters;  
Ensures compliance with federal and state legislation pertaining to all human resources matters; Develops and implements a vision describing how the department will function in the future and manages the change process to effectively and efficiently implement the vision;  
Ensures that the customer is the primary focus of all human resources activities;  
Leads the human resources consulting process, providing guidance and direction where needed;  
Promotes teamwork and cross-functional communication;  
Maintains knowledge of industry trends and employment legislation;  
Communicates changes in agency human resources policies and procedures and ensures proper compliance;  
Consults with legal counsel as appropriate and/or as directed by the County Executive;  
Works directly with department managers to assist them in carrying out their responsibilities;  
Recommends, evaluates, and participates in staff development for the agency.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of organization and management;  
Knowledge of the organization, functions, and concerns of local government;  
Knowledge of the principles and practices of public human resources administration;

Ability to interpret, communicate, administer, and recommend changes to human resources policy and procedures;

CLASS CODE: 1137 TITLE: HUMAN RESOURCES DIRECTOR GRADE: E-12 Page

Ability to manage the work of a large staff through subordinate supervisors;  
Ability to win the confidence and cooperation of other officials, employees, and the public;

Ability to develop and implement a human resources program for a large number of employees engaged in an extensive diversity of work;

Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a bachelor's degree in public administration, business administration, or a related field; PLUS

Seven years of increasingly responsible technical experience in human resources

administration; Two years of the requisite experience must have been as a Human

Resources Director in a government organization or at a high supervisory level with a large organization, either public or private.

REVISED: June 29, 1999



## CLASS SPECIFICATION

County of Fairfax, Virginia

**CLASS CODE:** 1220 **TITLE:** PERSONNEL ANALYST IV **GRADE:** S-31

### **DEFINITION:**

Manages a major business area in Human Resources for a large public sector organization. Serves as a member of the senior management team that reports to the Department Director. Acts as principal consultant/project manager for complex projects with county-wide impact.

### **ILLUSTRATIVE DUTIES:**

***Manages a Business Area*** (such as Benefits, Payroll, Compensation, Classification, EEO, Employee Relations, Employment)

Responsible for major business area such as a division or program;

Develops vision, goals, objectives and performance measures;

Plans and evaluates operations, programs and staff;

Oversees budget, internal controls and fiscal operations;

Oversees technology operations related to business area;

Develops policy and coordinates policy with senior management team;

Responsible for customer service;

Conceptualizes and plans new or improved programs for business area, collaborates with senior management team on interdisciplinary programs.

Responsible for communication and information dissemination regarding operations, programs, policies and procedures;

Interprets legislation, regulations and case law that effect business area, develops compliance strategies, proposes new legislation or changes to existing legislation.

### ***Senior Management Team***

Collaborates with others inside and outside the organization to develop and implement HR policies and programs that support business areas county-wide;

Develops and facilitates interdisciplinary teams and teamwork;

Represents the County on policy making committees, teams and task forces;

Manages department in director's absence.

### ***Provides Consultant Services***

Creates, plans, facilitates, and evaluates strategic change initiatives;

Develops conceptual solutions to complex problems and issues with county-wide implications;

Acts pro-actively to improve business processes within the organization;

Serves as subject matter expert for internal and external clients;

Serves as project manager for new systems and programs in various areas. For example: employee compensation and benefits; organizational and workforce development; business process engineering; automated systems.

CLASS CODE: 1220 TITLE: PERSONNEL ANALYST IV GRADE: S-31 Page 2

### **KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of management principles and practices;

Knowledge of organizational development;

Knowledge of consulting principles and practices;

Knowledge of local government issues, operations and responsibilities;

Knowledge of human resources issues, operations and responsibilities;

Knowledge of information technology;  
Knowledge of financial, budget and internal control principles;  
Knowledge of methods of planning and evaluation.  
Ability to formulate the long term view and direction (vision) for a business area, program or project in the organization;  
Ability to create strategies and plans for achieving that vision;  
Ability to analyze complex issues, processes and operations and develop solutions;  
Ability to manage the staff and operations of a business area, program or project;  
Ability to manage staff and operations using performance measurements;  
Ability to manage change;  
Ability to communicate effectively with individuals and groups in a diverse workforce and community;  
Ability to develop and maintain effective working relationships with subordinates, coworkers, senior managers, elected officials, members of boards, authorities and commissions, citizens, and representatives from other organizations;  
Ability to work as a team member or leader and develop teamwork in others;  
Highly developed skills in creative thinking;  
Highly developed skills in leadership;  
Highly developed skills in problem solving;  
Highly developed skills in oral and written communication;  
Highly developed skills in interpersonal relationships;  
Highly developed skills in collaboration;  
Highly developed skills in decision making

**EMPLOYMENT STANDARDS:**

Graduation from a four-year college or university and five years of HR experience including experience as a senior consultant, program/project manager, or operations supervisor. A Master's degree may be substituted for one year of the required experience.  
REVISED: June 9, 1999



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1221 TITLE: PERSONNEL ANALYST III GRADE: S-27****DEFINITION:**

Under general supervision, provides technical expertise internally and externally and/or manages/oversees a major function or program; and/or supervises professional staff.

Serves as a

senior consultant on a wide variety of HR projects.

**DISTINGUISHING CHARACTERISTICS:**

This is the senior technical level of this series in which an employee acts as a subject matter

expert and/or in a leadership role. It is distinguished from the Personnel Analyst II class by the

performance of duties with a wider scope and impact. For example, a Personnel Analyst III

employee often performs duties which have County-wide impact and involve working with a

wide variety of individuals and groups with different needs/concerns. While a Personnel Analyst

II employee sometimes performs duties which have County-wide impact, their duties more

commonly affect a more limited population and/or group of agencies.

**ILLUSTRATIVE DUTIES:***General*

Manages/oversees a major function/program, project or team;

Proactively develops, manages, and evaluates programs and procedures that are responsive to the

changing needs of the customer and the business environment;

Participates in the contracting process, including drafting bid specifications, evaluating proposals, and selecting a contractor;

Develops, recommends, and implements personnel policies, procedures, and programs consistent

with County, State, and Federal laws and regulations;

Serves as an expert witness; presents testimony at official proceedings such as Civil Service

Commission and in Court;

Applies systems solutions to business problems; trains users in system functions;

Proactively develops solutions; facilitates problem solving among different individuals/groups to

reach effective outcomes;

Provides advice and consultation regarding immediate situations;

Works independently to define and meet customer needs, facilitating innovation and exploration

of non-traditional ideas;

Recognizing the implications of proposed changes, identifies and collaborates with appropriate

individuals and groups to develop and implement the changes;  
Leads change initiatives throughout the department or with customers to improve services and  
meet the needs of the customer;  
Investigates/responds to individual, agency, or County-wide issues, questions or grievances from  
the public, employees, and/or County/State/Federal agencies;  
Develops and presents material on various topics to individuals and groups.

*Employment*

**CLASS CODE: 1221 TITLE: PERSONNEL ANALYST III GRADE: S-27**

Page 2

Assists or leads recruitment activities for specific County agencies and/or functional areas (such  
as Public Safety, Information Technology, etc.) and for executive level positions;  
Manages the placement process for RIF'd employees, administers the County  
Reemployment

List, and manages the County's out-placement program for RIF'd employees;  
Manages the County's employment testing program.

*Organizational Development*

Provides internal consulting services to county agencies, work groups, county-wide task  
forces,  
boards and commissions, and citizen groups in the areas of strategic planning and  
implementation, process design, team building, facilitation, organizational interventions,  
leadership development and coaching, and problem solving;  
Develops and conducts tailor-made team building and team development work sessions  
as an  
intervention for non-functioning or poorly-functioning work groups and teams;  
Coordinates and evaluates the work of organizational facilitators and/or trainers.

*Training*

Develops, supports and evaluates the County's general staff training and development  
programs;  
Works with agencies to identify specific training needs, including technology delivered  
training  
and development tools;  
Designs and facilitates professional and leadership development courses.

*Employee Relations/EEO Programs*

Provides interpretation, guidance and training in the application of County rules and  
regulations,  
as well as Federal and State laws and regulations. Revises County personnel regulations;  
Provides guidance on formal disciplinary actions; administers the County's grievance  
procedure;  
Mediates and/or assists with problem solving of County employees and/or citizen  
complaints' grievances;  
Leads or participates in agency or County-wide investigations to reduce the County's  
liability  
and to resolve complaints.



*Benefits*

Designs and conducts benefit seminars, open enrollment meetings, and new employee orientations;  
Writes or compiles RFPs for benefit programs, articles for newsletters, and Benefits handbook information;  
Researches enacted laws and prepares action plans to ensure compliance;  
Investigates and resolves complex disputes, problems, and issues between employees and benefit plans.

*Classification*

Aids County managers in creatively solving difficult problems in the areas of classification, compensation, staffing, organizational development, etc;  
Leads or conducts the more difficult classification studies involving agencies with large diverse,

**CLASS CODE: 1221 TITLE: PERSONNEL ANALYST III GRADE: S-27**

Page 3

complex organizational structures and/or functions;  
Prepares and presents the Classification Division's case in classification or compensation appeals before the Civil Service Commission;  
Supervises the work of subordinate analysts.

*Personnel and Payroll*

Performs complex technical, fiscal, regulatory, and organizational work that requires independent planning and evaluation; analysis; data gathering and interpretation; written and oral reports and presentations;  
Responsible for a program area or function in payroll accounting, personnel actions, time and attendance, records management and automated systems including: policies and procedures;  
subject matter and technical expertise; customer support and service;  
Supervises personnel and payroll staff and/or oversees the work of others in a program area, project or team;  
Plans and implements training for staff and customers.

*Compensation/Performance Management*

Conducts annual market pay and benefits studies;  
Works with senior managers to propose solutions to compensation issues;  
Trains employees and managers in the use of the County's performance evaluation process;  
Assists agency managers in linking agency performance measures to employee performance standards.

*Other*

Prepares budget in accordance with County and agency guidelines. Provides quarterly

expenditure projects. Monitors section expenditures for compliance with approved budget.

Prepares and submits necessary budget documents.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the principles, methods and problems of organization and management;

Knowledge of the principles and practices of public sector human resources administration in

relevant areas;

Knowledge of group/team dynamics;

Knowledge of Federal, State and County laws, ordinances, rules and regulations pertaining to all

aspects of human resource management;

Skill in use of computer hardware and software;

Skill in budgeting;

Skill in facilitation;

Skill in mediation and conflict resolution;

Ability to gather, analyze and present facts;

Ability to establish and maintain effective relationships with citizens, employees and public

officials;

Ability to work as a team member or leader;

**CLASS CODE: 1221 TITLE: PERSONNEL ANALYST III GRADE: S-27**

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Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a bachelor's degree in personnel administration, public administration, or a related field plus

Four years of professional-level human resources experience.

REVISED: June 9, 1999

REVISED: February 28, 1990

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE:** 1222 **TITLE:** PERSONNEL ANALYST II **GRADE:** S-24

### **DEFINITION:**

Under general supervision, performs professional tasks as a functional expert in an area of HR. Serves as a member of a consulting team.

### **DISTINGUISHING CHARACTERISTICS:**

This is the full-performance level of this series. It is distinguished from the Personnel Analyst I class by the performance of the full range of duties for the assigned functional area, often with limited guidance from higher-level professionals. By contrast, a Personnel Analyst I employee performs a more limited range of duties with direct supervision of a higher-level professional.

### **ILLUSTRATIVE DUTIES:**

#### **General**

Responds to customer needs of average difficulty, applying standard practices and regulations;

Develops and maintains effective working relationships with customers;

Researches, assesses, and analyzes situations;

Develops options and strategies to resolve issues, problems, and complaints;

Manages assigned special projects and programs;

Answers questions as knowledgeable resource in one or more functional area;

Recognizing the implications of proposed changes, identifies and collaborates with appropriate individuals and groups to develop and implement the changes.

#### **Employment**

Assists and/or leads recruitment for specific County agencies and/or functional areas (such as Public Safety, Information Technology, etc.) and for executive level positions;

Assists in the division's response to complaints/grievances from the public, employees, and state/County/federal agencies;

Assists with the County's employment testing program.

#### **Awards**

Consults with agencies in establishing, modifying, and administering awards programs; organizes appropriate ceremonies and coordinates with County officials for presentations at ceremonies;

Consults, facilitates, and coordinates awards selection meetings of citizen and employee committees;

Coordinates and manages processes for employee election;

Works with vendors to identify appropriate award items, drafts bid specifications, and monitors

CLASS CODE: 1222 TITLE: PERSONNEL ANALYST II GRADE: S-24 Page 2  
contracts.

#### **Benefits**

Conducts benefit seminars, open enrollment meetings, and new employee orientations; Assists employees seeking complex information and guidance on the plans and options available;

Understands benefit law and regulations; expeditiously acts on action plan assignments;

Investigates and resolves disputes, problems, and issues between employees and benefit plans.

Classification

Under the leadership of a senior classifier, aids County managers in creatively solving difficult problems in the areas of classification, compensation, staffing, organizational development, etc;

Conducts classification and/or compensation studies of average difficulty, and participates in more complex reviews under the leadership of a senior classifier;

Drafts class specifications for new or revised classes, coordinating changes with affected parties;

Provides training to employees/supervisors in such areas as writing position descriptions and understanding the position control and classification processes.

Personnel and Payroll

Performs or assists in technical, fiscal, regulatory, and organizational work requiring planning, analysis, data gathering and interpretation; written and oral reports;

Responsible for specific tasks and/or projects in payroll accounting, personnel actions, time and attendance, records management and automated systems including: implementing policies and procedures; providing technical expertise; customer support and service;

Serves as a team member and may oversee the work of others;

Presents or assists in presenting training for staff and customers.

Compensation/Performance Management

Assists in the conduct of annual market pay and benefits studies;

Responds to compensation and performance management related questions from employees and managers;

Trains employees and managers in the use of the County's performance evaluation process.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of human resources administration and management principles and practices as they apply to various functional areas;

Knowledge of group/team dynamics;

Knowledge of Federal, State, and County laws, regulations, and ordinances pertaining to human resources programs and management.

Skill in the use of computer hardware and software;

Ability to establish and maintain effective relationships with applicants, employees, County officials and/or citizen groups;

CLASS CODE: 1222 TITLE: PERSONNEL ANALYST II GRADE: S-24 Page 3

Ability to gather, analyze and present data;

Ability to speak and write effectively;

Ability to work as a team member.

EMPLOYMENT STANDARDS:

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four year college or university with a bachelor's degree in personnel administration, public administration, or a related field plus

Two years of professional level human resources experience.



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1223 TITLE: PERSONNEL ANALYST I GRADE: S-20**

### **DEFINITION:**

Under direct supervision, performs professional level tasks of limited difficulty in an area of human resources.

### **DISTINGUISHING CHARACTERISTICS:**

This is the entry-level in this series. Incumbents assist higher-level professionals in the conduct of their duties and/or perform specific tasks for a program area or group of customers. Work is reviewed at frequent intervals for accuracy, adherence to goals, and technical soundness. By contrast, the work performed by incumbents of the Personnel Analyst II class is reviewed only as appropriate for the specific task or program.

### **ILLUSTRATIVE DUTIES:**

#### **General**

Develops a good working knowledge of assigned business areas and the operating processes and procedures within the County;

Applies established professional guidelines and may perform some research and/or analysis to make recommendations in solving problems;

Assists consultants as needed;

Serves as a team member;

Recognizing the implications of proposed changes, identifies and collaborates with appropriate individuals and groups to develop and implement the changes.

#### **Benefits**

Conducts a segment of benefit seminars and/or new employee orientations;

Assists employees seeking information and guidance on the plans and options available;

Understands laws and assists staff as needed;

Investigates and resolves minor disputes, problems, and issues between employees and benefit plans.

#### **Classification**

Completes/coordinates completion of classification/compensation/benefits surveys submitted by other jurisdictions/organizations;

Obtains or provides classification and/or pay data over the telephone;

Conducts routine classification and/or compensation studies under the leadership of a senior classifier, and prepares written reports summarizing findings and recommendations;

Reviews updated position descriptions to ensure the positions are still appropriately classified.

**CLASS CODE: 1223 TITLE: PERSONNEL ANALYST I GRADE: S-20 Page 2**

#### **Personnel and Payroll**

Performs or assists in technical, fiscal, regulatory, and organizational work requiring analysis, data gathering, routine correspondence, written and oral reports;

Responsible for specific tasks in payroll accounting, personnel actions, time and attendance, records management and automated systems for a program area and/or group of customers;

Provides technical assistance to customers; assists in providing training to staff and customers;

**KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of human resources administration and management principles and practices as they apply to a functional area;

Knowledge of Federal, State, and County laws, regulations, and ordinances pertaining to relevant human resources programs and management;

Skill in the use of computer hardware and software;

Ability to establish and maintain effective relationships with applicants, employees, County officials and/or citizen groups;

Ability to gather and analyze data;

Ability to speak and write effectively;

Ability to work as a team member.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to graduation from an accredited four year college or university in personnel administration, public administration, or a related field.

REVISED: June 9, 1999

REVISED: December 22,

1992

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1228 TITLE: RETIREMENT ADMINISTRATOR GRADE: S-31****DEFINITION:**

Under the general direction of the Executive Director to the Retirement Boards, supervises, coordinates and administers the daily operations and activities of the Retirement Office; provides staff support to the three Retirement Boards and maintains their official records; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Plans, organizes and directs the membership services operation of the Fairfax County Supplemental, Uniformed and Police Officers Retirement Systems;  
Administers the Senior Executive Service Retirement System and the Health Insurance Subsidy Account;  
Supervises professional and clerical staff responsible for retirement payroll, refund processing, active membership and retiree counseling, and the development and maintenance of related automated systems;  
Oversees the annual payment of benefits to terminated County employees who were members of the retirement systems;  
Verifies the calculation of member benefits;  
Coordinates payment of benefits to eligible spouses and/or former spouses as directed under the provisions of Qualified Domestic Relations Orders with the County Attorney's Office;  
Develops policies and procedures related to administration of the three retirement systems;  
Implements policies relating to benefits administration set by the Boards of Trustees of the retirement systems, and advises the Executive Director of new or revised policies, rules or regulations;  
Monitors and evaluates the impact of retirement-related legislation introduced in the Virginia General Assembly;  
Interprets and implements State and federal policies and statutes affecting the retirement systems;

Prepares Personnel Subcommittee and Board Items related to proposed ordinance changes;  
Oversees maintenance of all financial retirement benefit and Health Insurance Subsidy Account records;  
Assists the Executive Director with the preparation of financial data for the annual audit;  
Submits data to the systems' actuary for the retirement systems' annual valuations, which determine the County's employer contributions to the retirement systems;  
Acts as liaison between the systems' actuary and the Boards of Trustees;  
Directs the preparation of data for each 5-year experience study of the systems, which analyzes actual versus assumed experience;  
Prepares the annual operating budget (as it relates to retirement benefits) for the retirement systems and the Health Insurance Subsidy Account;

**CLASS CODE: 1228 TITLE: RETIREMENT ADMINISTRATOR GRADE: S-31**

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Represents the agency at meetings and conferences with County, state and national representatives, and citizens;  
Provides operational and administrative support to the Boards on retirement benefits issues and special projects;  
Acts for the Executive Director in his/her absence;  
Oversees development and maintenance of the agency's computer-based systems;  
Releases retirement-related articles for publication in the Courier and the Supergram, and oversees production of the retiree newsletter;  
Oversees the development and distribution of member handbooks, and supervises the annual production and distribution of retirement benefit statements to active and terminated vested members; and  
Develops and administers the pre-retirement training programs for active members of the systems, and oversees presentation of retirement information at orientation sessions for new employees.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, practices and techniques of defined benefit retirement plan and employee benefits administration;  
Knowledge of the principles, methods and practices of governmental accounting;  
Ability to interpret and evaluate various policies, ordinances, regulations and problems, and reach sound conclusions;



Ability to prepare and present oral and written reports;  
Ability to plan, organize and direct the work of professional and clerical staff;  
Ability to establish and maintain effective working relationships with County staff and the general public.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:  
Graduation from an accredited four-year college or university with a Bachelor's degree in business

administration, public administration, personnel administration, or financial management;  
**PLUS**

Five years of progressively responsible professional experience in retirement plan administration,

personnel and/or employee benefits administration, including one year of supervisory experience.

A Master's degree may be substituted for one year of the required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**CLASS CODE: 1228 TITLE: RETIREMENT ADMINISTRATOR GRADE: S-31**

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**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REGRADED: June 9, 1997

REVISED: December 14, 1995

RENUMBERED: October 30, 1989

ESTABLISHED: January 9, 1989

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1361 TITLE: RISK MANAGER GRADE: S-32****DEFINITION:**

Under administrative direction, to administer the County-wide risk management program, which protects the County and self-insured entities against financial loss; and to do related work as required.

**TYPICAL TASKS:**

Manages the County's Risk Management program, including loss prevention, risk management, safety and liability insurance activities;  
Maintains close communications with departments of the County to assure that their liability insurance needs are being met;  
Formulates and updates policy documents;  
Supervises a comprehensive program of personal injury and vehicle accident prevention;  
Provides administrative and technical assistance to the County's Insurance Risk Management Committee;  
Disseminates and advises on pertinent information regarding risk management, safety and loss control programs;  
Maintains, coordinates and updates the County's insurance policies;  
Monitors and maintains claims filed against the County and its employees;  
Prepares and maintains budgets relating to risk protection;  
Prepares proposals to obtain liability insurance policies to meet the County's needs, and prepares proposals to obtain adjusting firms on programs which are self-insured;  
Serves as liaison/contract administrator between insurance companies, agencies and adjusting firms being utilized by the County;  
Evaluates market conditions as they relate to County programs;  
Reviews all leases and contracts to assure proper risk protection;  
Prepares reports as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Broad knowledge of the administrative principles and procedures related to program development and operations;  
Thorough knowledge of risk management, safety and loss control practices;  
Considerable knowledge of statistical methods of analyzing loss data;  
Ability to establish and maintain effective working relationships with insurance companies, County employees, and public and private sector representatives;  
Ability to communicate effectively, both orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in business, economics, or a related field and four years of progressively responsible experience in insurance management, risk management, safety management or a directly related field.

**CLASS CODE: 1361 TITLE: RISK MANAGER GRADE: S-32**

Page 2

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit check

to the appropriate agency. **Applicants/employee in this position must demonstrate financial**

**responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

ESTABLISHED: April 28, 1986



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE:** 1393 **TITLE:** SAFETY MANAGER **GRADE:** S-27

### **DEFINITION:**

Under general supervision, monitors, analyzes, investigates, and develops programs to prevent personal injuries and vehicle accidents. Assures County compliance with safety laws, codes, standards and regulations; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Positions in this class report to the Risk Manager.

### **ILLUSTRATIVE DUTIES:**

Monitors, analyzes and develops safety/loss control programs to prevent personal injuries and vehicle accidents;

Conducts inspections of County work areas, work procedures, equipment and materials to ensure compliance with various Virginia Occupational Safety and Health (VOSH), American National Standards Institute (ANSI) and National Fire Protection Association (NFPA) standards and identifies deficiencies and recommends corrective action;

Investigates incidents resulting in financial or potential financial losses to the County and makes recommendations to reduce or eliminate the possibility of a reoccurring event;

Promotes and educates County staff to safety and health related issues, including the financial impact that losses have on County operations;

Works with purchasing officials to incorporate safety requirements in purchasing and contracting specifications;

Establishes cooperative relationships with federal and state safety officials;

Conducts and coordinates safety, health, and loss control training programs for County personnel.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and techniques of employee safety and loss prevention and VOSH and other related regulatory standards and laws;

Knowledge of accident investigative and review techniques;

Ability to collect, analyze and interpret statistical data;

Ability to develop and conduct safety related training;

Ability to conduct safety and health audits and inspections;

Ability to prepare clear and concise written reports for management;

Ability to communicate effectively both orally and in writing.

### **EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with major coursework in industrial engineering, safety management, loss prevention or closely related field; PLUS

Four years of increasingly responsible comprehensive safety programs experience.

### **CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

ESTABLISHED: November 16, 1992



**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1399 TITLE: SAFETY ANALYST GRADE: S- 24**

**DEFINITION:**

Under general supervision of the Safety Manager, monitors, inspects, and analyzes County work

areas, work procedures, equipment and materials to ensure compliance with various federal,

State and local occupational safety and health laws, regulations, codes, and standards; provides

advice and training to employees to prevent personal injuries and vehicle accidents; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Positions in this class report to the Safety Manager.

**ILLUSTRATIVE DUTIES:**

Ensures compliance with federal, State and local laws, regulations, codes and standards, e.g.,

Virginia Occupational Safety and Health (VOSH), American National Standards Institute (ANSI) and National Fire Protection Association (NFPA) laws, in the areas of fire prevention

and protection, occupational safety, food service management, emergency first aid, pesticide

spraying, and fuel dispensing operations, by conducting regular safety audits of County sites;

Ensure compliance with the Virginia Hazard Communication Act by conducting periodic physical inventory of all hazardous substances and by maintaining the master reference set of

data sheets for all hazardous substances used or stored at various County sites;

Investigates accidents and injuries to determine the source of hazards and provides recommendations for corrective action;

Investigates safety and health issues, concerns and complaints and provides feedback to citizens

and/or employees;

Coordinates the State mandated boiler and machinery inspection program;

Conducts and coordinates safety, health, and loss control training programs for County personnel.

Assists with the DMV annual review of employee driving records;

Uses database software to update, compile and analyze safety, loss control and worker's compensation data;

Assists in developing reports based on accident and injury statistics, identifying trends and patterns.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and techniques of employee safety and loss prevention and VOSH

and other related regulatory standards and laws;

Knowledge of accident investigative and review techniques;  
Ability to collect, analyze and interpret statistical data;  
Ability to develop and conduct safety related training;  
Ability to conduct safety and health audits and inspections;  
Ability to prepare clear and concise written reports for management;  
**CLASS CODE: 1399 TITLE: SAFETY ANALYST GRADE: S- 24**

Page 2

Ability to communicate effectively both orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:  
Graduation from an accredited four-year college or university with major course work in industrial engineering, safety management, loss prevention or closely related field; PLUS  
Two years of comprehensive safety programs experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Valid Driver's License.

ESTABLISH: November 18, 1996

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1117 TITLE: DIRECTOR OF EQUITY PROGRAMS****GRADE: E-06****DEFINITION**

Under the direction of the County Executive, plans and manages the County's Equal Employment Opportunity (EEO) compliance and Affirmative Action (AA) and related programs to ensure optimum equity in the County's policies, procedures, and services; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Administers all components of the County's EEO program, including management of related training for County administrators and supervisors;  
Directs staff review of County Affirmative Action plans; approves plans and recommends changes for final acceptance; oversees the compilation, interpretation and analysis of program data; directs the preparation of work force studies, analyses and reports and monitors progress in achieving program goals;  
Recommends revisions in existing policies and programs to incorporate EEO/AA principles and concepts and to meet regulatory requirements;  
Directs the County's compliance efforts to extend current federal civil rights protection to the disabled in all services, programs, activities and benefits provided by the County;  
Oversees and directs staff investigations of discrimination and sexual harassment; reviews the results of investigations and makes appropriate recommendations; mediates difficult cases;  
Keeps County Executive informed of sensitive issues and progress in achieving program goals;  
Advises the County Executive and County managers and officials in the interpretation of all equity program policies and requirements;  
Attends meetings and provides support to special committees and task forces related to EEO/AA issues (e.g., Task Force on Minority Retention and Upward Mobility);  
Addresses community groups and the media to provide work force statistics and other program-related data;  
Supervises and directs staff activities related to equity program administration;  
Develops and administers program budget; Consults with County Attorney's Office as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge and understanding of the laws, regulations, administrative procedures and court decisions designed to prohibit discrimination based on race, color,

**CLASS CODE: 1117 TITLE: DIRECTOR OF EQUITY PROGRAMS****GRADE: E-06****Page 2**

religion, sex, national origin, handicapped condition, age, marital status, or political affiliation;

Ability to develop, recommend, and implement effective and defensible programs to

achieve County equity program goals;

Ability to investigate discrimination complaints, analyze information, and recommend and implement resolutions;

Ability to supervise staff and direct the efforts of special project teams and task forces;

Ability to establish and maintain effective working relationships with County managers and employees and the public;

Ability to communicate effectively, both orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to: Graduation from an accredited four-year college or university with a degree in public administration or related field; PLUS

Five years of progressively responsible experience in the development and/or implementation of equal employment opportunity/affirmative action programs for a large organization.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

Established: March 7, 1994



**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1138 TITLE: ASSISTANT PERSONNEL DIRECTOR GRADE: S-33**

**DEFINITION:**

Under general direction to assist in the administration of the personnel program and to supervise a division of the Office of Personnel; and to do related work as required.

**TYPICAL TASKS:**

Assists the Personnel Director in the administration of the County's Merit System Ordinance and Personnel Rules;

Supervises the operations, labor relations or classification divisions of the central County personnel office;

Plans, organizes, selects, trains and directs the activities in his/her division;

Prepares work programs to accomplish the mission of the organization;

Assists in pre-planning activities of the office;

Represents the Personnel Director at meetings with employees, citizens and government officials;

Makes recommendations for the improvement in the County's personnel management program.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of organization and management;

Knowledge of the organization, functions and problems of local government;

Knowledge of the principles of public personnel administration;

Ability to plan, organize and direct the work of technical and support staff;

Ability to win the confidence and cooperation of other officials, employees and the public;

Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Graduation from college and six years of increasingly responsible technical experience in public personnel administration, of which one year must have been as a supervisor of a major functional area.

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**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 3290 TITLE: MANPOWER SPECIALIST IV GRADE: S-25****DEFINITION:**

Under general supervision, plans, assigns, and reviews the work of a team of professionals providing employment, career development, and/or training services to the agency's clients; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is distinguished from the Manpower Specialist III class by the requirement for supervision of a team of professional and support personnel. This includes responsibility for the selection and training of staff of various professional levels, as well as assignment of case loads, and review of work.

**ILLUSTRATIVE DUTIES:**

Supervises a team of employment, career development, and/or training professionals and support personnel;  
Provides guidance to staff on methods and techniques of case management, counseling, career and job development, and training;  
Ensures implementation of federal, state, and local policies and regulations governing employment and training services;  
Plans, assigns, and monitors caseloads and training assignments;  
Ensures maintenance of records and documentation;  
Maintains liaison with community resources involved with the delivery of employment, career development, and training services;  
Maintains liaison with area employers to promote the employment, career development, and training programs, to encourage their involvement in the programs, and to facilitate job placement of clients;  
Facilitates the evaluation and planning of services, policies, and procedures to ensure that the needs of agency clientele are being met;  
Ensures that unit personnel interact appropriately with other agency units and human services organizations to ensure effective delivery of supportive services to clients;  
Makes public presentations related to programs and services;  
May oversee preparation of newsletters, handouts, course publicity materials and/or training videos.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the goals and procedures for career development, employment, and training programs, especially as they related to target, special needs clientele;  
Knowledge of adult learning principles;  
Knowledge of the federal, state, and local policies and regulations governing employment and training services;

Ability to train, supervise, and organize the workloads of professional staff;

**CLASS CODE: 3290 TITLE: MANPOWER SPECIALIST IV GRADE: S-25**

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Ability to plan and develop services to meet the needs to target group clientele;  
Ability to communicate effectively, both orally and in writing, with a variety of individuals;

Ability to establish and maintain effective working relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited college or university with a Bachelor's degree in psychology,

sociology, human resources, business administration, or a related field; PLUS

Four years of professional experience in personnel, employment counseling, employment/job

skills training or other related field, one year of which involved substantive supervisory responsibility;

A master's degree may be substituted for one year of the required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not Applicable

REVISED: October 8, 1992

REVISED: December 11, 1990



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 3291 TITLE: MANPOWER SPECIALIST III GRADE: S-23****DEFINITION:**

Under general supervision, provides difficult case management services to a selected case load

and/or career development services to target populations; gives guidance and counsel to lower

level professional staff; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is distinguished from the Manpower Specialist II class by the requirement for managing difficult cases on a routine basis or providing customized career development services

to target populations, and acting as a lead worker, providing guidance and counsel to lower level

professional staff.

**ILLUSTRATIVE DUTIES:**

Manages a selected case load of target group clients with specific problems and employment

and/or training deficiencies;

Provides customized career development services to target populations:

Provides guidance and counsel to lower level professional staff;

Works with peers, professionals in other County agencies and the private sector to design training programs and to assist clients with the design and implementation of career development, employability, and/or team building plans/programs;

Works with other staff, using a team approach, to identify and address the difficult employability/career development problems of individual and target group clients;

Identifies and refers clients to worksite openings;

Monitors client progress and counsels clients during skills training, on-the-job training, and/or

job search;

Develops, delivers, and evaluates training courses and workshops;

Assists clients in the development of positive work attitudes, job search and/or readiness skills,

and career decision-making;

Works with area employers to gather job information, market the employment and training

program for target clientele, and/or assess employment trends;

Develops and maintains effective working relationships with area human services organizations;

Maintains appropriate records and documentation and prepares reports;

Makes public presentations related to programs and services;

May prepare newsletters, handouts, course publicity materials and/or training videos;

Actively participates in short and long-range program planning and goal-setting;

Evaluates effectiveness of programs, methods, and procedures, and recommends changes and



future programs where necessary;

May participate in the hiring and training and/or supervision of lower level staff.

**CLASS CODE: 3291 TITLE: MANPOWER SPECIALIST III GRADE: S-23**

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**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the goals and procedures for career development, employment, and training

programs, especially as they related to target, special needs clientele;

Knowledge of adult learning principles;

Ability to conduct needs assessments;

Ability to work with clients, in groups or individually, to determine their vocational preferences/needs and capabilities, to set objectives and to develop a plan for achievement of goals;

Ability to develop, deliver, and evaluate training workshops;

Ability to communicate effectively, both orally and in writing, with a variety of individuals;

Ability to establish and maintain effective working relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited college or university with a Bachelor's degree in psychology,

sociology, human resources, business administration, or a related field; PLUS

Three years of professional experience in personnel, employment counseling, employment/job

skills training or other related field;

A master's degree may be substituted for one year of the required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not Applicable

REVISED: October 8, 1992

REVISED: December 11, 1990

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 3292 TITLE: MANPOWER SPECIALIST II GRADE: S-22****DEFINITION:**

Under supervision, performs journey-level professional work, providing case management

services to a case load of clients from a target group enrolled in employment and training programs; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is distinguished from the Manpower Specialist I class by the requirement for the

independent performance of journey-level case management work, and the development and

delivery of skills training workshops.

**ILLUSTRATIVE DUTIES:**

Independently provides case management services to clients from target groups;

Assists clients, who may have special needs and concerns, in becoming self-sufficient, thereby

reducing the need for additional social services;

Works with other agency staff to design and assist clients with implementing employability

development plans;

Determines and outlines assistance to be provided in ensuring that clients become successfully

employed;

Works with other staff, using a team approach, to address problems identified in the plan which

could hinder client employability;

Refers clients to appropriate worksite openings;

Develops, publicizes, delivers, and evaluates skills training workshops;

Coordinates job fairs;

Monitors client progress during skills training and/or on-the-job training;

Assists clients in the development of positive work attitudes, job readiness skills, and career

decision making;

Works with area employers to gather and maintain job information appropriate to develop employment opportunities for clients;

Develops and maintains effective working relationships with other human services organizations;

Maintains case files and prepares written reports related to client progress and placement.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the goals and procedures for employment and training programs;

Ability to work with individual clients to determine vocational needs, set objectives, and develop

a plan for achievement of goals;

Effective interviewing skills;

Ability to develop, deliver, and evaluate training workshops;  
Ability to communicate effectively, both orally and in writing, with a variety of individuals;

Ability to establish and maintain effective working relationships.

**CLASS CODE: 3292 TITLE: MANPOWER SPECIALIST II GRADE: S-22**

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**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited college or university with a Bachelor's degree in psychology,

sociology, business administration or a related field; PLUS

Two years of professional experience in personnel, employment counseling, job skills training,

or other related field. A Master's degree may be substituted for one year of the required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

REVISED: December 11, 1990

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 3293 TITLE: MANPOWER SPECIALIST I GRADE: S-19**

**DEFINITION:**

Under supervision, performs entry-level professional work in determining the eligibility and extent of need of clients for employment and training programs, works with clients toward achievement of their employment goals, encourages permanent job placement; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Assists with recruitment of program applicants from target groups;  
Interviews clients to determine their eligibility and extent of need for employment and training programs;  
Assists clients in identifying their employment goals and the means by which to achieve those goals;  
Works with other agency staff to ensure that a team approach is used to identify and address problems which could hinder the client's employability;  
Assists with referral of clients to appropriate worksite openings;  
Monitors client progress during skills training and/or on-the-job training;  
Assists clients in the development of positive work attitudes, job readiness skills, and career decision making;  
Works with area employers to gather and maintain job information appropriate to develop employment opportunities for clients;  
Develops and maintains effective working relationships with other human services organizations;  
Maintains case files and prepares written reports related to client placement and progress.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of goals and procedures for employment and training programs;  
Effective interviewing skills;  
Ability to work with individual clients to determine their eligibility for employment and training programs;  
Ability to determine vocational needs, set career goals, and develop a basic plan for achievement of goals;  
Ability to communicate effectively, both orally and in writing, with a variety of individuals;  
Ability to establish and maintain effective working relationships.

**EMPLOYMENT STANDARDS:**



Any combination of education, experience, and training equivalent to:  
Graduation from an accredited college or university with a Bachelor's degree in  
psychology,  
sociology, business administration or a related field.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

REVISED: December 11, 1990

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1264 TITLE: MANAGEMENT ANALYST I GRADE: S-20**

**DEFINITION:**

Under general supervision, reviews and analyzes information related to existing County administrative/operational issues, and makes recommendations for improvement to management

systems; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Employees assigned to this class perform professional level work based on knowledge of the

basic principles, concepts, and methodology of assigned area of accountability.

This class is distinguished from the Management Analyst II classification in that employees

assigned to the Management Analyst I class either:

1) perform analytical work which is, and will continue to be, more routine, less complex, and

narrower in scope than work at the Management Analyst II class level; or

2) serve in a trainee (i.e., underfill) capacity with noncompetitive promotional progression to the

full performance Management Analyst II class level.

**ILLUSTRATIVE DUTIES:**

Develops survey instruments, researches information, and formulates assessment criteria in

support of studies conducted under the supervision of higher level managerial or administrative

positions;

Collects, reviews, and analyzes information related to existing County administrative (fiscal,

personnel, purchasing, etc.) or operational issues;

Summarizes findings and conclusions in written report format and drafts other correspondence as

required;

Recommends new and/or revised agency, organization, and/or program policies and procedures;

Presents recommendations for improvement to management systems;

Assists in the implementation of new or improved systems;

May serve on task forces and management teams in order to evaluate the effectiveness and

efficiency of existing management/administrative systems;

May supervise, coordinate, or monitor activities of paraprofessional and/or clerical support

personnel.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the basic principles, concepts, and methodology of assigned area of accountability;

Knowledge of the methodology associated with research data collection and statistical and other analyses;  
May require some skill in the use of microcomputers and application of commonly used software packages;  
Effective oral and written communication skills;

CLASS CODE: 1264 TITLE: MANAGEMENT ANALYST I GRADE: S-20

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Ability to establish and maintain effective working relationships with both external and internal contacts.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to: Graduation from an accredited four year college or university.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: December 22, 1992

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1150 TITLE: PURCHASING AND SUPPLY DIRECTOR GRADE: E-09**

**DEFINITION:**

Subject to policy determination and general direction from the Deputy County Executive for

Administration and the Assistant Superintendent for School Services, to plan and direct the

administration of the integrated County Supply System; and to do related work as required.

**TYPICAL TASKS:**

Analyzes purchasing and supply policies and procedures, and controls their implementation and

application to the end that common policies and procedures are employed to the maximum

practicable, and that new techniques for enhancing system effectiveness are incorporated;

Manages the operation on both day-to-day and long-range basis, to insure that adequate supply

support is rendered;

Continuously analyzes total County support requirements;

Determines essential tasks to be performed and priorities among tasks and schedules their accomplishment;

Allocates necessary resources for the achievement of determined tasks, within the restraints of

manning levels and budget;

Supervises the routine management of personnel;

Formulates and executes all budgetary matters.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of pricing methods and marketing practices;

Working knowledge of a wide variety of the kinds of materials, supplies and equipment generally used by the County;

Working knowledge of accounting practices as applied to procurement activities;

Ability to develop and maintain effective relationships with department heads, vendors and the

general public;

Ability to plan and supervise the work of a staff;

Ability to prepare clear and concise reports;

Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Graduation from college or university with major course work in public administration, business

administration or related field including or supplemented by courses in purchasing and seven

years of increasingly responsible technical experience in a centralized supply and purchasing



program preferably in government or with a corporation involved in buying a great variety of

products of which at least two years must have been in a supervisory capacity.

**CLASS CODE: 1150 TITLE: PURCHASING AND SUPPLY DIRECTOR**

**GRADE: E-09**

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**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history

record check and credit check as a condition of hiring and periodically thereafter.

Applicant or

employee will be required to submit a request for a criminal history record check and credit

check to the appropriate agency. **Applicants/employee in this position must demonstrate**

**financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1151****TITLE: DEPUTY DIRECTOR, PURCHASING AND SUPPLY MANAGEMENT****GRADE: S-32****DEFINITION:**

Under general direction, assists the agency Director in overseeing the operations of a centralized procurement system for all supplies, equipment, and services for all county agencies, including the Fairfax County School System and other ancillary authorities; directs the operations of a central warehouse and consolidated distribution system that supports the requirements of the instructional and related programs of the school system and provides common use items to other county departments; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS:**

This is a single position class.

**ILLUSTRATIVE DUTIES:**

Directs the purchasing process that involves formal bids, purchase orders, leases, agreements, and contracts;

Oversees the supply management and distribution system;

Serves as the County representative on the Council of Governments Purchasing Officers

Committee working with other jurisdictions in cooperative purchasing efforts;

Reviews all contractual documents for accuracy and compliance with applicable laws, regulations, and procedures;

Complies with federal, state, and local purchasing, warehousing, and material handling requirements by studying existing and new legislation and enforcing adherence to requirements;

Develops consolidated purchasing programs to achieve greater operational efficiency and lower costs;

Assists in the development of policies and procedures regarding procurement and receiving operations;

Makes recommendations regarding options such as the lease versus purchase of equipment and the in-house versus contracted provision of services;

Provides procurement guidance to agencies and assists in the resolution of problems;

Monitors the inventory management and control system and validates the accuracy of inventory levels through periodic site visits and spot checks at the central warehouse;

Oversees the excess and surplus property program and ensures cost-effective disposal or redistribution actions are taken;

Insures user requirements are processed in a timely manner and monitors customer service in terms of response time to requisitions and stock outs;

Coordinates the development and/or enhancement of automated information systems;

Ensures the efficient flow of documents throughout the purchasing operation;

**CLASS CODE: 1151****TITLE: DEPUTY DIRECTOR, PURCHASING AND SUPPLY MANAGEMENT****GRADE: S-32****Page 2**

Reviews the administration of contracts to prevent lapses in contracts;  
Develops, justifies, and manages the budget;  
Keeps abreast of economic and purchasing conditions as they relate to the County purchasing operation to position the County as advantageously as possible;  
Maintains professional and technical knowledge by attending workshops, reviewing professional publications, and participating in professional societies;  
Responds to the purchasing agent on matters requiring clarification or correction;  
Acts as the purchasing agent in the absence of the agency director.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of purchasing and supply principles, laws, methods, and procedures;  
Considerable knowledge of sources of supply, commodity pricing methods, and marketing practices;  
Working knowledge of the various types of materials, supplies, and equipment generally used by the County;  
Working knowledge of accounting practices as applied to procurement and supply activities;  
Ability to plan and supervise the work of a staff;  
Ability to use sound judgement in making independent decisions;  
Ability to utilize an automated procurement processing system;  
Ability to communicate effectively, both orally and in writing;  
Ability to establish and maintain effective interpersonal relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:  
Graduation from a four-year college or university with a degree in public administration, business administration, or a related field; PLUS  
Courses in purchasing and supply; PLUS  
Six years of increasingly responsible technical experience in a centralized supply and purchasing program preferably in government or with a corporation involved in buying a great variety of products, including two to four years of increasingly responsible supervisory experience in a centralized purchasing and supply program.

**CERTIFICATION AND LICENSES REQUIRED:**

Certification by a nationally recognized professional purchasing organization is required.

**NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history record check and credit check as a condition of hiring and periodically thereafter. Applicant or employee will be required to submit a request for a criminal history record check and credit check to the appropriate agency. **Applicants/employee in this position must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

ESTABLISHED: October 8, 1999



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1730 TITLE: PURCHASING SUPERVISOR GRADE: S-25****DEFINITION:**

Under administrative direction, plans, coordinates, and oversees the activities of a team of buyers within the Purchasing and Supply Management Agency; directs and supervises clerical, technical and administrative activities of general and/or specialized procurement programs; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

The Purchasing Supervisor differs from the Buyer II class in that Buyer II positions may assist, advise and guide lower level buying personnel, but do not direct the activities of a team of professional buyers.

**ILLUSTRATIVE DUTIES:**

Exercises administrative and technical supervision over a team of buyers;  
Trains and orients new team buyers in the use of County forms and purchasing procedures;  
Directs and coordinates the purchase of a variety of goods and services for Fairfax County Government and Fairfax County Public Schools, in accordance with federal, state and County rules and regulations;  
Develops comprehensive procurement programs;  
Develops appropriate competitive bid packages;  
Researches the availability of volume buy opportunities and/or state or County contracts that can satisfy an agency's requirement;  
Selects appropriate bidder's list and advertising media(s) and prepares advertisements;  
Conducts pre-bid conferences to clarify the terms, conditions and specifications of the contract;  
Reviews requisitions and bid solicitations for compliance with applicable laws, regulations, and policies;  
Approves bid award recommendations of buyers and agency heads;  
Monitors the execution of contracts to ensure that all contract provisions are met;  
Identifies problems and initiates corrective action when appropriate;  
Administers contract addendum activities;  
Reviews prices on contracts and signs purchase orders, within prescribed dollar limitations, prior to issuance;  
Consults with and advises buyers and vendors to offer advice and render decisions on



controversial issues relative to compliance with specifications, acceptance of bids and placement

on bidder's lists;

Conducts management studies on purchasing activities;

Confers with commercial sales and technical representatives on products offered, specifications,

availability and costs;

Confers with County Government and School System agencies, providing advice and counsel on

procurement matters;

Audits the Blanket Purchase Agreement program;

**CLASS CODE: 1730 TITLE: PURCHASING SUPERVISOR GRADE: S-25**

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Monitors use of Limited Purchase Orders and issuance of purchase orders to ensure compliance

with policies and administrative procedures;

Oversees the development, maintenance and usage of the automated procurement processing

systems;

Maintains coordination with state, municipal and civil agencies on procurement matters of

mutual interest;

Participates in seminars, meetings of intergovernmental bodies and other forums to discuss

technical procurement policies.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of the principles, practices and methods of purchasing;

Considerable knowledge of sources of supply, commodity pricing methods and marketing

practices;

Considerable knowledge of electronic procurement data processing systems;

Working knowledge of accounting and record keeping practices as applied to procurement

activities;

Effective oral and written communication skills;

Effective contract negotiation skills;

Ability to develop and maintain effective working relationships with associates, officials, employees in other agencies, suppliers, contractors and the general public;

Ability to plan, assign and review the work of a team of buyers and clerical personnel;

Ability to analyze and interpret pre-qualification questionnaires and financial statements submitted by bidders for County work; and

Ability to prepare clear and concise reports.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with major course work in public

administration, business administration or a related field, including or supplemented by courses in purchasing and supply management principles, laws, methods and procedures; PLUS Five years of progressively responsible experience in technical procurement work, including considerable experience with automated procurement systems.

**CERTIFICATES AND LICENSES REQUIRED:**

Certification by a nationally recognized professional purchasing organization is required.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: May 8, 1996

REVISED: October 31, 1988

REVISED AND RETITLED: July 28, 1986

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1734 TITLE: BUYER II GRADE: S-23****DEFINITION:**

Under general supervision, performs diverse purchasing actions and has responsibility for the

more complex and/or difficult procurement actions; assists, advises and guides lower-level

buying personnel; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

The Buyer II class differs from the Buyer I class in that Buyer II positions perform the nonroutine,

complex procurement actions and may serve as lead workers over lower-level procurement positions. In certain single large agency situations, procurement autonomy is similar to that of the Fairfax County Public Schools. An agency utilizing this class would have a

large staff (over 1,000 positions) and many dispersed sites (over 300).

**ILLUSTRATIVE DUTIES:**

Performs purchasing actions for the acquisition of a variety of goods and services for Fairfax

County Government and Fairfax County Public Schools, or for a single large agency as described above, in accordance with federal, state and County rules and regulations;

Assists in the training and guidance of lower-level buyers;

Prepares solicitations, and works with users and County technical representatives to develop

specifications for recurring, complex, or unique procurement actions;

Researches the availability of state or County contracts that can satisfy an agency's requirement;

Selects appropriate bidder's list and prepares advertisements;

Conducts pre-bid conferences to clarify the terms, conditions and specifications of the contract;

Guides the Selection Advisory Committee during bid evaluation deliberations and assures that

proper procedures are followed;

Provides guidance to the Selection Advisory Committee and actively participates in contract

negotiations;

Recommends contract award to the team leader and prepares award documents;

Monitors the execution of contracts to ensure that all contract provisions are met;

Identifies problems and initiates corrective action when appropriate;

Negotiates difficult and/or major contract changes with vendors;

Performs contract administration functions;

Maintains complete documentation of all actions taken;

Enters and maintains contract information in the automated purchasing system;

Assists higher-level personnel with completion of management studies pertaining to procurement

activities;

Assists in the development of internal procedures and regulations.

**CLASS CODE: 1734 TITLE: BUYER II GRADE: S-23**

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**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of the principles, practices, and methods of purchasing;

Ability to prepare specifications and review and evaluate bids and proposals;

Ability to assist and guide the work of lower-level buyers;

Ability to use sound judgment in making independent decisions;

Ability to maintain effective working relationships with technical representatives from other agencies and vendors;

Ability to collect and analyze data;

Ability to utilize an automated procurement processing system;

Ability to prepare clear and concise reports.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with major course work in business administration, public administration, or a related field; PLUS

Four years of experience in technical procurement work, including considerable experience with automated procurement processing systems.

**CERTIFICATES AND LICENSES REQUIRED:**

Certification by a nationally recognized professional purchasing organization is required.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency. **Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: August 2, 2000

REVISED: June 22, 1998

REVISED: May 8, 1996

ESTABLISHED: October 31, 1988



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE:** 1813 **TITLE:** DATABASE ADMINISTRATOR III **GRADE:** S-31

### **DEFINITION:**

Under general supervision, provides lead technical support for all database applications in development and production; sets priorities and manages the work load for other database administrators; supervises and evaluates lower level database administrators; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is senior level or advanced database administration work. It is distinguished from the Database Administrator II in that the Database Administrator III sets priorities for and manages the workload of other database administrators and performs capacity planning.

### **ILLUSTRATIVE DUTIES:**

Provides overall management, supervision and technical support for a database management system and applications;  
Monitors system performance; tunes and adjusts parameters or performs database reorganizations as needed;  
Provides technical guidance and support to staff in the development and maintenance of database application systems;  
Develops, implements, and maintains database policies, standards, and procedures for installation, upgrade, and operation of software and hardware;  
Reviews systems to ensure policies, standards, and procedures are in place to produce proper integrity, security, and performance;  
Performs capacity planning required to design, develop, test, implement, and maintain databases; Recommends or specifies software or hardware necessary to accommodate designed requirements at determined capacity;  
Installs, tests, implements, and maintains database management systems and related products operating multiple versions on multiple hardware platforms;  
Troubleshoots problems regarding databases, applications, networks, and development tools; Coordinates problem resolutions;  
Plans and develops disaster recovery procedures;  
Performs database and system administration necessary to ensure integrity of core administrative data and non-interruptible access to data;  
Maintains appropriate level of security;  
Coordinates training for users;  
Researches and evaluates new database related products, tools, and methodologies;  
Recommends and implements, as appropriate;  
Attends training workshops, product demonstrations, conferences, and technical briefings;  
Stays abreast of technology changes;  
Provides technical assistance and training to other staff as needed;

Serves on committees and task forces and undertakes special projects as assigned.

**CLASS CODE:** 1813 **TITLE:** DATABASE ADMINISTRATOR III **GRADE:** S-31 Page

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of the principles, practices and methods related to database management systems and administration;

Considerable knowledge of data administration policies and standards, data definition, modeling, and logical design, database design, and quality control;

Considerable knowledge of database management systems (such as Oracle, IDMS or DB2);

Ability to guide, coordinate, assign, and evaluate the work of other staff;

Ability to communicate effectively, both orally and in writing;

Ability to analyze, evaluate, troubleshoot, and resolve database system problems;

Ability to conduct research into and evaluate new database technology;

Ability to train employees in the use of database software;

Ability to prepare user manuals and systems documentation;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Bachelor's degree in computer science, or related field; PLUS

Five years' experience in the database management systems area, with three years' experience in one specific system such as DB2, IDMS, or Oracle.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1812 TITLE: DATABASE ADMINISTRATOR II GRADE: S-29**

### **DEFINITION:**

Under general supervision, performs all database support and troubleshooting tasks including production-related work, such as full-development life-cycle support for database applications monitoring and tuning production performance, creating and defining database files, and making capacity estimates in development and production systems; provides technical assistance and leadership to lower-level database administrators; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is journey level or full functioning database administration work. It is distinguished from the Database Administrator I by the performance of a greater variety of tasks in both a developmental and production environment. It is distinguished from the Database Administrator III in that it does not have lead responsibility, nor does it set priorities for and manage the workload of other database administrators.

### **ILLUSTRATIVE DUTIES:**

Ensures all database environments are operating with proper data communication interfaces; Ensures that all application databases are on-line;  
Supports staff in the use of database software products for business applications and query and reporting;  
Supports agency users in accessing and retrieving data on-line or through batch processing; Creates views for SQL access;  
Creates schema and logical views for OLQ access;  
Maintains data for sharing stored reports;  
Creates job control language for batch processing;  
Assists users in all aspects of OLQ reporting and retrieving;  
Supports client/server access to database;  
Installs and configures appropriate software for PC access parameters;  
Assists staff in database development and access;  
Codes and maintains stored table procedures to improve database retrieval and updates;  
Troubleshoots client/server and database problems;  
Tests new versions before distribution;  
Performs data dictionary administrator functions;  
Provides database administration assistance to staff and contractors;  
Performs migration of application system components;  
Troubleshoots performance problems;  
Assists in the design, development, implementation and maintenance of database application systems;  
Performs database administration functions such as sizing databases, creating network and SLQ schemas, subschemas, views and DMCL, reviewing system and program design specifications, assisting in error debugging and program performance;

Assists in testing and debugging new releases;

**CLASS CODE: 1812 TITLE: DATABASE ADMINISTRATOR II GRADE: S-29 Page 2**

Attends training workshops, product demonstrations, conferences, and technical briefings;

Stays abreast of technology changes;

Provides technical assistance and training to other staff as needed;

Serves on committees and task forces and undertakes special projects as assigned.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, practices and methods related to database management systems and administration;

Knowledge of data administration policies and standards, data definition, modeling and logical design, database design, and quality control;

Knowledge of database management systems (such as Oracle, IDMS or DB2);

Ability to communicate effectively, both orally and in writing;

Ability to analyze, evaluate, troubleshoot, and resolve database system problems;

Ability to conduct research into and evaluate new database technology;

Ability to train employees in the use of database software;

Ability to prepare user manuals and systems documentation;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Bachelor's degree in computer science, or related field; PLUS

Three years' experience in the database management systems area, with two years in the data administration area working with a database management system such as DB2, IDMS, or Oracle.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1811 TITLE: DATABASE ADMINISTRATOR I GRADE: S-27**

### **DEFINITION:**

Under general supervision, provides database support usually limited to developmental environments including database utilities, SQL report writing, assisting in database migrations from development to acceptance to training, assisting in query development, and providing first-line help desk support; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is entry level database administration work. It is distinguished from the Database Administrator II in that database support is primarily in a developmental environment. At the Database Administrator level database activities are performed in both a developmental and production environment.

### **ILLUSTRATIVE DUTIES:**

Assists in ensuring all database environments are operating with proper data communication interfaces;  
Ensures that all application databases are on-line;  
Supports staff in the use of database software products for business applications and query and reporting;  
Supports agency users in accessing and retrieving data on-line or through batch processing; Writes SQL reports;  
Supports client/server access to database;  
Assists in installing and configuring appropriate software for PC access parameters;  
Assists in database development and access;  
Troubleshoots client/server and database problems;  
Assists in testing new versions before distribution;  
Assists in performing data dictionary administrator functions;  
Provides database administration assistance to staff and contractors;  
Performs migration of application system components;  
Assists in troubleshooting performance problems;  
Assists in the design, development, implementation, and maintenance of database application systems;  
Assists in performing database administration functions such as sizing databases, creating network and SQL schemas, subschemas, views and DMCL, reviewing system and program design specifications, assisting in error debugging and program performance;  
Assists in testing and debugging new releases;  
Attends training workshops, product demonstrations, conferences, and technical briefings;  
Stays abreast of technology changes.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

**CLASS CODE:** 1811 **TITLE:** DATABASE ADMINISTRATOR I **GRADE:** S-27 Page 2  
Some knowledge of the principles, practices and methods related to database management systems and administration;

Some knowledge of data administration policies and standards, data definition, modeling and logical design, database design, and quality control;  
Some knowledge of database management systems (such as Oracle, IDMS, or DB2);  
Ability to communicate effectively, both orally and in writing;  
Ability to analyze, evaluate, troubleshoot, and resolve database system problems;  
Ability to conduct research into and evaluate new database technology;  
Ability to prepare user manuals and systems documentation;  
Ability to translate technical terminology into terms understandable to management and employees;  
Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Bachelor's degree in computer science, or related field;

PLUS six months' experience in the database management systems area.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1806 TITLE: DATA ANALYST I GRADE: S-24****DEFINITION:**

Under general supervision, assists in the development of data standards and data models to ensure complete, correct, accessible, and shareable data for IT development projects; works with senior analysts and users to gather requirements and develop logical business models; helps to prepare for physical database design, maintain data repositories and facilitate data access for users; works with senior data analysts to gain experience in data administration practices and tools; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This entry level class performs basic data analysis work. It is distinguished from the Data Analyst II class, which resolves problems related to data standards, provides employee training in the use of data tools and evaluates administrative processes for data analysis purposes; by either assisting in the performance of typical data analyst work or developing structured diagrams, data flow, entity life cycle, entity/relationship, hierarchy, and association matrix diagrams for a project of limited scope and complexity.

**ILLUSTRATIVE DUTIES:**

Assists in the development of data standards and data models to ensure complete, correct, accessible, and shareable data for IT development projects;

Assists in gathering and documenting business data requirements;

Assists in analyzing business forms, reports, processes, practices, and procedures;

Assists in the development of logical data models, including the identification of data subject areas, data entities, attributes, relationships, information types, domains, and constraints;

Assists in developing structured diagrams, including data flow, entity life cycle, hierarchy, entity/relationships, and association matrix diagrams;

Assists in identifying physical implementation requirements such as denormalization, data types, defaults, keys, referential integrity, and screen/script mapping;

Assists in the development of logical data standards, definition standards, domain, and type standards;

Assists in maintaining data repositories and dictionaries;

Assists in the implementation and training of data access tools;

Attends training workshops, product demonstrations, conferences, and technical briefings;

Stays abreast of technology changes.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Some knowledge of the principles, practices, and methods related to data administration;

Some knowledge of areas of data administration such as data administration policies and standards, data definition, modeling and logical design, database design, and quality control;

Some knowledge of relational databases (such as Oracle or DB2) and CASE tools;

Ability to assist solving problems related to cross-agency data sharing, usage conflicts, and data

CLASS CODE: 1806 TITLE: DATA ANALYST I GRADE: S-24 Page 2

inconsistencies;

Ability to communicate effectively, both orally and in writing;

Ability to conduct research into new information technology;

Ability to prepare user manuals and systems documentation;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Bachelor's degree in computer science, or related field; PLUS

Some experience in the data administration area working with data modeling tools and relational databases.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE:** 1807 **TITLE:** DATA ANALYST II **GRADE:** S-27**DEFINITION:**

Under general supervision, develops data standards and logical data models to ensure complete, correct, accessible, and shareable data for IT development projects; gathers user requirements, develops logical business models, prepares for physical database design, maintains data repositories, facilitates data access for users and provides training and guidance in data administration practices and tools; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This journey or full performance level performs a variety of data analysis work. It is distinguished from the Data Analyst I which assists in the performance of typical data analyst work, or develops structured diagrams, data flow, entity life cycle, entity/relationship, hierarchy and association matrix diagrams for a project of limited scope and complexity; by resolving problems related to data standards, providing employee training in the use of data tools and evaluating administrative processes for data analysis purposes.

**ILLUSTRATIVE DUTIES:**

Develops data standards and data models to ensure complete, correct, accessible, and shareable data for IT development project;  
Gathers and documents business data requirements;  
Assists in planning and facilitating user requirements sessions for data analysis, data standardization, and data ownership;  
Analyzes business forms, reports, processes, practices, and procedures;  
Assists/develops logical business models;  
Identifies data subject areas, data entities, attributes, relationships, information types, domains, and constraints;  
Develops structured diagrams, data flow, entity life cycle, entity/relationships, hierarchy, and association matrix diagrams;  
Assists in identifying physical implementation requirements such as denormalization, data types, defaults, keys, and referential integrity;  
Assists in coordinating the developing of logical data standards, definition standards, domain and type standards, and the resolution of related conflicts;  
Assists in the development of the corporate information architecture and policies;  
Maintains data repositories and dictionaries;  
Assists in the selection, implementation and training of data access tools;  
Assists in training and providing guidance in data administration practices and use of data administration tools;  
Evaluates and recommends acquisition of CASE tools;  
Attends training workshops, product demonstrations, conferences, technical briefings and conventions;  
  
Stays abreast of technology changes;

CLASS CODE: 1807 TITLE: DATA ANALYST II GRADE: S-27 Page 2

Provides assistance to other staff as needed;

Serves on committees and task forces and undertakes special projects as assigned;

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, practices, and methods related to data administration;

Knowledge of areas of data administration such as data administration policies and standards, data definition, modeling and logical design, database design, and quality control;

Knowledge of relational databases (such as Oracle or DB2) and CASE tools;

Ability to solve problems related to cross-agency data sharing, usage conflicts, and data inconsistencies;

Ability to communicate effectively, both orally and in writing;

Ability to analyze and evaluate administrative processes and procedures for data analysis purposes;

Ability to conduct research into new information technology;

Ability to train employees in the use of data access tools;

Ability to prepare user manuals and systems documentation;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to the following:

Bachelor's degree in computer science, or related field; PLUS

Three years' experience in the data administration area working with data modeling tools and relational databases.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1808 TITLE: DATA ANALYST III GRADE: S-29****DEFINITION:**

Under general supervision, ensures that data analyst resources are used efficiently in the development of consistent data standards and building of data models to ensure complete, correct, accessible, and shareable data for each new IT development project; supervises data analysts, gathers user requirements, develops logical business models, prepares for physical database design, maintains data repositories, facilitates data access for users and provides training and guidance in data administration practices and data administration tools; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is the advanced and supervisory level performing a variety of complex data analysis work. It is distinguished from the Data Analyst II, which resolves problems related to data standards, provides employee training in the use of data tools and evaluates administrative processes for data analysis purposes; by serving in a full supervisory capacity, ensuring the efficient use of data analyst resources.

**ILLUSTRATIVE DUTIES:**

Plans, organizes, coordinates, assigns, and evaluates the work of lower level Data Analysts; Provides work counseling, guidance, and training as needed;  
Ensures that data analyst resources are used efficiently in the development of consistent data standards and building of data models to ensure complete, correct, accessible, and shareable data for IT development project;  
Develops logical data models;  
Identifies data subject areas, data entities, attributes, relationships, information types, and domains;  
Gathers and documents business data requirements;  
Plans and facilitates user requirements sessions for data analysis, standardization, and ownership;  
Develops structured diagrams such as data flow, entity life cycle, hierarchy, entity/relationships, and association matrix diagrams;  
Identifies physical implementation requirements such as denormalization, data types, defaults, keys, and referential integrity;  
Coordinates the development of logical data standards, definition standards, domain and type standards, and the resolution of related conflicts;  
Provides key input to the development of corporate information architecture, policies, and methodologies;  
Maintains data repositories and dictionaries;  
Assists in the selection, implementation, and training of data access tools;  
Provides training and guidance in data administration practices and data administration tools;  
Evaluates and recommends acquisition of CASE tools;  
**CLASS CODE: 1808 TITLE: DATA ANALYST III GRADE: S-29 Page 2**  
Attends training workshops, product demonstrations, conferences, technical briefings, and conventions;  
Stays abreast of technology changes;

Provides assistance to other staff as needed;

Serves on committees and task forces and undertakes special projects as assigned.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of the principles, practices, and methods related to data administration;

Considerable knowledge of areas of data administration such as data administration policies and standards, data definition, modeling and logical design, database design, and quality control;

Considerable knowledge of relational databases (such as Oracle or DB2) and CASE tools;

Knowledge of effective supervisory methods, practices and techniques;

Ability to plan, organize, coordinate, assign, and evaluate the work of Data Analysts;

Ability to resolve problems related to cross-agency data sharing, usage conflicts, and data inconsistencies;

Ability to communicate effectively, both orally and in writing;

Ability to analyze and evaluate administrative processes and procedures for data analysis purposes;

Ability to conduct research into new information technology;

Ability to train employees in the use of data access tools;

Ability to prepare user manuals and systems documentation;

Ability to translate technical terminology into terms understandable to management and employees;

Ability to establish and maintain effective business relationships.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Bachelor's degree in computer science, or related field; PLUS

Five years' experience in the data administration area working with data modeling tools and relational databases, including supervisory/lead experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

ESTABLISHED: May 24,

1999



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1620 TITLE: COMPUTER SYSTEMS ANALYST III GRADE: S-27**

### **DEFINITION:**

Under general supervision, to supervise subordinate systems analysts and/or programmers; and/or to perform comprehensive evaluations of existing or proposed computer-based systems; to direct and perform systems analysis and/or project efforts involving computer-based functional requirements; and to do related work as required.

### **TYPICAL TASKS:**

Performs detailed, comprehensive cost/benefit studies evaluating existing or proposed systems to assist in decision-making;  
Assists in the preparation of short-range and long-range automation plans for the County Government;  
Supervises and participates in major computer-based systems development and/or systems maintenance applications;  
Performs systems design activities for approved computer-based applications;  
Assists in the evaluation of data elements and the development of a County data base;  
Conducts detailed discussions with representatives of other County agencies to review, evaluate, and analyze existing manual or computer-based problems, to summarize problem characteristics, to define information processing requirements, to suggest procedural and operating improvements and, when appropriate, to define and prepare needed data processing support;  
Presents oral and written reports concerning results of studies and/or project progress reports;  
Reviews system performance and directs corrective action;  
Schedules tasks;  
Assigns work to lower-level systems analysts and programmers;  
Participates in performance evaluations of subordinates.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of the principles and practices of programming, systems analysis, and design configurations;  
Ability to develop a total computer-based system, from requirements definition through implementation;  
Ability to evaluate computer systems user agency requests;  
Ability to participate in the computer systems planning function;  
Ability to supervise and coordinate the work of others;  
Ability to develop oral and written presentations.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in computer science or a related field plus four years of systems analysis experience; or a degree in an unrelated field and five years of systems

**CLASS CODE: 1620 TITLE: COMPUTER SYSTEMS ANALYST III GRADE: S-27**

**Page 2**

analysis experience. Two or more years of computer programming experience may be substituted for one year of systems analysis experience.

Relevant education may be substituted for experience as follows:

Years of Experience    Years of

It May Be Experience

Education Substituted For Still Required

BA/BS - Computer Science

or a Related Field 2 4

BA/BS - Unrelated Field 1 5

AA/AS - Related Field 1 5

Certificate - Data Processing

Technical Training 1 5

High School 0 6

REVISED: February 28, 1990    REVISED: July 3, 1989

REVISED: July 7, 1983

06850

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1622 TITLE: COMPUTER SYSTEMS ANALYST II GRADE: S-24**

### **DEFINITION:**

Under general supervision, to assist in the preparation of comprehensive evaluations of existing or proposed computer-based systems; to participate in, or perform, systems analysis and/or project efforts involving computer-based functional requirements; and to do related work as required.

### **TYPICAL TASKS:**

Assists in the preparation of detailed, comprehensive cost/benefit studies evaluating existing or proposed systems to assist in decision-making;

Assists in the preparation of short-range and long-range data automation plans for the County Government;

Participates in computer-based systems development and/or systems maintenance applications;

Assists in the evaluation of data elements and the development of a County data base;

Develops and prepares system design documents at the system or subsystem level;

Prepares program specifications, forms design, instructions, and/or procedures manuals as required;

Coordinates test activity at the system or subsystem level;

Provides technical advice and assistance to functional elements in expressing general requirements for data automation;

Provides guidance and assistance to programmers in the development and testing of programs;

Directs and participates in the preparation of operations documentation;

Assists in determining causes for system failures and recommends corrective action.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Considerable knowledge of the principles and practices of programming, systems analysis and design;

Ability to study, analyze and evaluate functional requirements;

Ability to prepare program and system specifications and computer system documentation;

Ability to evaluate computer systems user agency requests;

Ability to develop oral and written presentations.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in computer science or a related field plus one year of systems analysis experience; or a degree in an unrelated field and two years of systems analysis experience. Two or more years of computer programming experience may be substituted for one year of systems analysis experience.

**CLASS CODE: 1622 TITLE: COMPUTER SYSTEMS ANALYST II GRADE: S-24**

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Relevant education may be substituted for experience as follows:

Years of Experience Years of

It May Be Experience

Education Substituted For Still Required

BA/BS - Computer Science  
or a Related Field 2 1  
BA/BS - Unrelated Field 1 2  
AA/AS - Related Field 1 2  
Certificate - Data Processing  
Technical Training 1 2  
High School 0 3  
REVISED: July 3, 1989  
REVISED: July 7, 1983  
07930



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1666 TITLE: COMPUTER OPERATOR II GRADE: S-15**

### **DEFINITION:**

Under supervision, to operate the computer hardware; and to do related work as required.

### **TYPICAL TASKS:**

Mounts and dismantles tapes and discs;

Sets up a system insuring that proper controls and discs are mounted where designated;

Verifies preplanned check points and halts by matching messages with those specified in instructions accompanying input/output routines on operating programs;

Makes processing checks to ascertain the existence and consistency of identification on discs, block counts, and agreement of volume labels with external labels;

In the case of program defects, data errors, or equipment failures, takes corrective action based on previously programmed steps, or uses such standard techniques as making a complete list of the contents of disc files;

Takes action to correct defective input files such as reconstructing and checking mutilated cards resulting from care jams;

After taking corrective actions, restarts processing at correct point in the programs;

Interprets signals and codes and responds in prescribed manner;

Initiates necessary bypass procedures to store overloads of data or transactions on disc for subsequent processing;

Insures programs are processed correctly and solves anticipated processing problems following same instruction and guidelines;

Applications are characterized by standard operating instructions, techniques and procedures, and day-to-day operation is relatively repetitious.

### **EMPLOYMENT STANDARDS:**

Graduation from a standard high school, one year of general computer experience, and two years of specialized computer operation experience.

08270

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1675 TITLE: COMPUTER SCHEDULER GRADE: S-22****DEFINITION:**

Under general direction, serves as production control manager for the Department of Information Technology, ensuring all County mainframe jobs are processed and delivered as

specified; manages the automated systems scheduler database; oversees Job Control Language

(JCL) preparation for systems production runs; manages staff in the preparation of production

output and in the maintenance of the Automated Tape Management System; and performs

related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a single-position class.

**ILLUSTRATIVE DUTIES:**

Manages the County's automated scheduler (CA7) database (a software package which, once customized, schedules all mainframe job requests);

Assists in the planning, design and evaluation procedures for the implementation of system applications from the test development stage to final production;

Designs base calendars for determining production schedules in accordance with the master

schedule (i.e. programs the internal calendar to show when a job should run, when holidays

occur, priority of projects, etc.);

Assists Programmers and Systems Analysts in establishing automated scheduling procedures and operations;

Tests and debugs all scheduler updates and new releases before moving them to production;

Assists in implementing security for automated scheduler;

Supervises and trains computer control staff in the use of Job Control Language (JCL) for scheduled production runs and systems software applications;

Trains computer operations staff on the automated scheduler and, on a 24-hour basis communicates special instructions to shift supervisor;

Meets with user agency representatives to analyze their production scheduling requirements;

Maintains the AUTODADS facility in CICS software to schedule user agencies during normal business hours, after hours, weekends, and holidays;

Monitors work flow to meet production deadlines, adjusting staff, work load and operating procedures as necessary;

Views computer screen indicating critical scheduling incidents and takes necessary action online to correct database problems;

Assists customers in resolving production and computer scheduling problems;

Oversees preparation and delivery of production output;

Supervises personnel who maintain the Automated Tape Management System, ensuring proper storage of the tapes on-site and off-site;

**CLASS CODE: 1675 TITLE: COMPUTER SCHEDULER GRADE: S-22**

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Keeps job statistics (e.g., number of jobs run daily, in what program, successful versus unsuccessful).

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of data processing and production scheduling;

Extensive knowledge and understanding of Job Control Language (JCL);

Ability to effectively use an automated production scheduling product;

Ability to schedule large volumes of systems production work in an efficient manner;

Ability to train, supervise and coordinate the work of subordinates in assigned functions;

Ability to resolve scheduling and production problems;

Ability to prepare required reports and maintain statistical data;

Ability to maintain effective working relationships with user agencies;

Ability to speak and write effectively.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to:

Graduation from an accredited two-year college with an associate's degree in computer science

or a related field; PLUS

Three years of computer production scheduling experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None

REGRADED: May 5, 2001

REVISED: September 30, 1994



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 4156 TITLE: COUNTY SECURITY MANAGER GRADE: S-27****DEFINITION:**

Under general supervision, develops and oversees the implementation of security plans/programs which meet the security goals and objectives of Fairfax County; manages contracted security services; develops security assessments as well as measures to counteract/mitigate risks; and performs related duties as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a single-position class with county-wide responsibility.

**ILLUSTRATIVE DUTIES:**

Provides security planning advice to County management;  
Develops, reviews and revises short- and long- range plans, guidelines, standards, policies and procedures to meet the security goals and objectives of the County;  
Meets with County departments on a regular basis to review their current and future security issues and needs;  
Conducts security inspections/surveys and prepares threat/security assessments of County facilities independently or in conjunction with County departments and/or security consultants and where appropriate, proactively implements measures to counteract/mitigate risks;  
Participates in work place violence assessments with Risk Management;  
Manages contractual security services throughout the County (ie. develops County contractual services plan and budget, evaluates contractor performance, approves payments, negotiates contract amendments and coordinates interface/communication between security firm (s) and County departments);  
Develops, coordinates and implements county-wide employee training and awareness programs on security, workplace violence, non-violent crisis intervention and related topics;  
Monitors major security incidents through regular communication with the Public Safety Communication Center;  
Oversees management investigation of facility security systems breaches, facility system security threats, physical intrusions and other security incidents;  
Chairs County Security Committee meetings, and is as a member of the Emergency Management Coordinating Committee, the Emergency Action Committee as well as other security committees and teams;



Coordinates security requirements for both County sponsored activities/events and privately sponsored activities/events held at County facilities;  
Liaisons with various external groups including neighboring jurisdictions, federal and state agencies business partners and professional associations to respond to inquiries, exchange information on product and service innovations and to keep current on trends and developments in the security area.

**CLASS CODE: 4156 TITLE: COUNTY SECURITY MANAGER GRADE: S-27**

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**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of security standards and technologies as well as the application of physical security through environmental design, principle and technique;  
Knowledge of crime and violence prevention in the workplace;  
Ability to conduct security surveys and risk assessments;  
Ability to develop and implement long and short term security plans as well as the ability to develop measures to counteract/mitigate specific security risks;  
Ability to manage contracted security services and consultants in the security field;  
Ability to effectively coordinate a variety of security related activities;  
Ability to effectively consult with management on security issues;  
Ability to communicate effectively, both orally and in writing;  
Ability to establish good working relationships with department/agency management, other organizations, etc;  
Ability to develop business continuity and emergency preparedness plans.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following:  
Graduation from an accredited college or university with a bachelors degree in business administration, law enforcement or related field; PLUS  
Four years of professional experience in security or a related field.

**CERTIFICATES AND LICENSES REQUIRED:**

Certification by the American Society of Industrial Security (ASIS) as a Certified Protection Professional (CPP) or its equivalent granted by another industrial security professional society or association.

ESTABLISHED: December 20, 2001

6529

**PLANT OPERATIONS SUPERINTENDENT**

**DEFINITION**

Under direction, to supervise the operation of a secondary or AWT sewage treatment plant; and to do related work as required.

**TYPICAL TASKS**

Supervises and directs the day-to-day operations of a secondary or AWT sewage treatment plant through subordinate supervisors; develops detailed operating instructions for each work station; revises equipment operating schedules according to process flows, controls parameters, and equipment characteristics; makes frequent inspections of operation areas, reviews daily operating logs and coordinates operating and maintenance procedures; recommends changes in equipment, practices and procedures; monitors inventory of process chemicals and operating supplies, anticipates requirements and requisitions supplies; plans and participates in special investigations and tests and evaluates results to improve efficiency and effectiveness of operating techniques; supervises the selection and training of new employees; reviews recommendations for promotions, demotions, disciplinary actions, granting of annual leave time, and overtime approval; maintains effective working relationships with supervisor, subordinates, public and civic groups.

**EMPLOYMENT STANDARDS**

Graduation from high school and five years of experience in sewage treatment plant operation, one of which must have been in a supervisory capacity at the level of Plant Operations Supervisor or above. College training may be substituted at the rate of 30 semester hours for each year of non-supervisory experience, provided such training included course work related to sewage treatment plant operations. Knowledge of the principles and operation of modern sewage treatment plants; knowledge of the chemical and physical processes involved in the treatment of sewage; some knowledge of the practices, methods, materials and tools of the mechanical trades related to the maintenance of treatment plant equipment; ability to plan and supervise the work of subordinate personnel; ability to review sewage treatment operations and to detect flaws or defects in operation; ability to make prompt and sound operating decision in emergencies; ability to maintain accurate records and to prepare reports; ability to maintain effective relationships with employees and the public.

**PLANT OPERATIONS SUPERINTENDENT/6529**

Page 2

**SPECIAL REQUIREMENTS**

Must have Class I Wastewater Treatment Operator's certification issued by the Commonwealth of Virginia.  
13010

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 6530 TITLE: PLANT OPERATIONS SUPERVISOR GRADE: S-22**

### **DEFINITION:**

Under general direction, manages and supervises the County's wastewater treatment plant on an assigned shift; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Incumbents of this class are the most senior, experienced, highly skilled and trained wastewater treatment employees on site other than during the Monday – Friday day shift. The Plant Operations Supervisor differs from the Senior Plant Operator in that the Plant Operations Supervisor is the person assigned responsibility for both solids and liquids processes in the treatment plant for an assigned shift. The Senior Plant Operator class does not have such responsibility on a routine basis.

### **ILLUSTRATIVE DUTIES:**

Plans, assigns, and supervises the work of subordinate personnel on an assigned shift in the County's wastewater treatment plant;

Plans work schedules, determines the priorities of work projects, and maintains time sheets;

Prepares, maintains, and submits periodic records of the plant's operations;

Oversees the operations of the wastewater treatment equipment and machinery;

Monitors each phase of the treatment process including pre-treatment, primary treatment, biological treatment, advanced treatment, and grit removal, and recommends changes to maximize the efficiency of the process;

Oversees the daily testing of the wastewater in process to monitor the levels of settleable solids, dissolved oxygen, chlorine residuals, and others;

Supervises the readings of meters, gauges, and thermometers;

Instructs and trains subordinates in the principles and processes of wastewater treatment;

Performs personnel functions such as pay-for-performance (PFP) evaluations; recommending promotions, demotions, and disciplinary actions; conducting interviews; granting leave; and approving overtime;

Maintains effective relationships with employees, the public, and civic groups.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the principles and operation of wastewater treatment;

Knowledge of the biological, chemical, and physical processes involved in treatment of wastewater;

Working knowledge of the practices, methods, material, and tools of the mechanical trades related to the maintenance of treatment plant equipment;

Ability to plan, organize, coordinate, and supervise the work of subordinate personnel;

Ability to identify and evaluate process operational problems and to develop and implement corrective procedures;

Ability to make prompt and sound operating decisions in emergency situations;

Ability to maintain accurate records and write accurate reports;

Ability to establish and maintain effective relationships with employees and citizens.

**CLASS CODE: 6530 TITLE: PLANT OPERATIONS SUPERVISOR GRADE: S-22**

Page 2

### **EMPLOYMENT STANDARDS:**

Any combination of education, training, and experience equivalent to the following:  
Graduation from high school and four years of experience in the operation of a  
wastewater treatment plant, at least one of which must have been in a supervisory or lead  
capacity.

**NECESSARY SPECIAL REQUIREMENTS:**

Must have or attain a Class I Wastewater Treatment Operator's certification issued by the  
Commonwealth of Virginia within six months of appointment to the class and must  
maintain such certification.

REVISED: February 25, 2003



6541

**PLANT MAINTENANCE SUPERINTENDENT**

**DEFINITION**

Under direction, to plan, direct, supervise, and coordinate the equipment maintenance program for a large secondary or

AWT sewage treatment facility; and to do related work as required.

**TYPICAL TASKS**

Plans, coordinates and directs the maintenance program, both preventive and corrective, for a large secondary or AWT

sewage treatment plant facility consisting of mechanical, electrical, electronic, hydraulic, pneumatic and structural

components of process equipment and related support equipment and buildings; in close coordination with the Plant

Operations Superintendent, establishes priorities for the performance of corrective maintenance and for plant

modifications to achieve more efficient, effective and reliable plant operations; plans and assigns maintenance tasks;

directs and supervises maintenance force of skilled journeyman and trainees through the Plant Maintenance Supervisor;

monitors the inventory of repair and replacement parts, tools and related maintenance equipment to ensure adequate

stock levels to maintain continuity of operation; initiates material requests for timely replacement of stock; makes

frequent inspections of the entire plant to ensure proper functioning of machinery and equipment and initiates work

orders to accomplish corrective maintenance where required; assists subordinates in analyzing and executing more

difficult maintenance projects such as major breakdowns and abnormal equipment operation; recommends replacement

of obsolete or worn-out equipment; prepares specifications for necessary parts and equipment; assists the Plant

Operations Superintendents of smaller wastewater treatment plants to diagnose and remedy maintenance problems that

are beyond their local capability; plans and directs training and safety programs; recommends commendations and/or

disciplinary actions and promotes the general effectiveness of subordinate personnel by developing and sustaining good

supervisor-employees relationships.

**EMPLOYMENT STANDARDS**

Graduation from high school and five years of experience in sewage treatment equipment maintenance, one of which

must have been in a supervisory capacity at the level of Plant Maintenance Supervisor or above.

College training may be substituted at the rate of 30 semester hours for each year of non-supervisory experience,

provided such training included course work related to sewage treatment plant maintenance and/or operations.

**PLANT MAINTENANCE SUPERINTENDENT/6541**

**Page 2**

Knowledge of the practices, methods, materials and tools of the mechanical trades related to the maintenance of

treatment plant equipment; ability to read and interpret complex equipment specifications; ability to plan and supervise

the work of subordinate personnel; demonstrated ability to plan, direct and coordinate an effective preventive and

corrective maintenance program; ability to make prompt and sound decisions in emergencies arising from electrical

power failures, motor and pump failures and accidents involving release of toxic chemicals; ability to maintain accurate

records and to prepare reports; ability to maintain effective relationships with employee and the public; knowledge of the

principles and operation of modern sewage treatment plants. 1307O

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 6543 TITLE: PLANT MAINTENANCE SUPERVISOR GRADE: S-21**

### **DEFINITION:**

Under direction, to supervise the preventive and corrective maintenance of operating equipment in a large secondary or AWT sewage treatment facility and to assist the Plant Maintenance Superintendent in planning and coordinating a long range maintenance program; and to do related work as required.

### **TYPICAL TASKS:**

Makes frequent tours of all plant operating areas, critically observing operating equipment, and initiates corrective actions as required;

Plans, assigns and supervises the work of skilled and semi-skilled plant maintenance personnel; Establishes daily work schedules;

Assists Plant Maintenance Superintendent in the analysis of equipment failure and repair action required;

Participates as an organizer and leader in the maintenance of heavy pumps, motors, blowers, filters, vacuum pumps, conveyors, incinerators, degritters and other associated equipment used in the operation of the plant;

Collects for PM Computer Program Data Bank data on preventive and corrective maintenance to include dates, maintenance performed, parts used and man hours needed to accomplish tasks; Works with plant supervisory personnel relative to equipment operation to improve equipment operations and plant reliability;

Maintains records of material and supplies used in the PM and CM Program to maintain adequate stock levels;

Evaluates performance of subordinate personnel;

Makes recommendations for hiring, promotion, transfer and disciplinary action;

Approves or disapproves request for annual leave;

Calls in maintenance personnel on overtime when required;

Maintains an effective relationship between subordinate employees and between subordinate employees and other plant personnel.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the practices, methods, material and tools of the mechanical trades related to the maintenance of wastewater treatment plant equipment;

Ability to plan and supervise the work of subordinate personnel;

Ability to read and interpret technical specifications;

Ability to diagnose and troubleshoot complex mechanical problems;

Ability to make prompt and sound decisions in emergencies arising from electrical power failures, motor and pump failures and accidents involving release of toxic chemicals;

Ability to maintain accurate records and to prepare reports;

Ability to maintain effective relationships with employees and the public.

**CLASS CODE: 6543 TITLE: PLANT MAINTENANCE SUPERVISOR GRADE: S-21**

Page 2

### **EMPLOYMENT STANDARDS:**

**Graduation from high school and four years of experience as a journey-man maintenance mechanic, one of which must have been at the Plant Maintenance Mechanic III level or above.**



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1164 TITLE: DIRECTOR, FACILITIES MANAGEMENT****GRADE: S-34****DEFINITION:**

Under direction of the Director of the Office of Capital Facilities and subject to County policy to provide maintenance, alteration/renovation/reconfiguration, custodial, and related services to County owned and designated leased facilities, exclusive of wastewater treatment facilities and those under the jurisdiction of the School Board; and to do related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

An employee in this class coordinates the efforts of several branches, providing strategic planning and direction for the division. The assistant directors are responsible for an individual branch of Facilities Management. The Director, Facilities Management would serve as the County's representative in major property negotiations, where the assistant directors would provide input to these negotiations.

**ILLUSTRATIVE DUTIES:**

Plans, coordinates and directs the overall preventive, routine and emergency maintenance on buildings and building equipment, including heating, air-conditioning, electrical, lighting and plumbing;

Directs custodial services;

Develops maintenance management system for programs, setting standards for preventive maintenance and project cost control;

Assists other County agencies in the review of new construction plans from preliminary design to contract documents;

Directs inspections of facilities and preparation of recommendations on renovations/alterations and disposal;

Estimates costs;

Plans and supervises renovations;

Prepares plans and specifications for contract projects including estimating, bid process, contract award, supervision of award and final payment and assists the Department Heads in effective utilization of office space.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of building maintenance and repair methods and requirements;

Ability to organize, direct, and coordinate the activities of several branches involved in maintenance activities;

Ability to develop long-term plans and programs and to make major decisions on complex technical and administrative matters.

**CLASS CODE: 1164 TITLE: DIRECTOR, FACILITIES MANAGEMENT****GRADE: S-34**

Page 2

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to a bachelor's degree in engineering or business administration and five years of experience in the public or private sector, at least three of which must have been in design, construction or



maintenance of governmental facilities.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

REVISED: July 20, 2000

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1181 **TITLE:** DEPUTY INSPECTIONS DIRECTOR **GRADE:** S-32

**DEFINITION:**

Under general supervision of the Director of Inspections, in conformance with agency policies and procedures, to assist in planning, organizing, and managing the field inspection activities related to the control of County and private development; and to do related work as required.

**TYPICAL TASKS:**

Assists in planning, coordinating, and administering the enforcement of all County building, zoning, electrical, plumbing and gas codes;

Assists in coordinating the inspection and enforcement of the standards and specifications for site plan work, the installation of streets, storm and sanitary sewer systems;

Assigns and reviews the work of subordinates engaged in the inspection and enforcement activities;

Confers with engineers and contractors regarding design and construction problems;

Assists in coordinating the functions of the division with other divisions of the department and other County and State agencies;

Assists in providing for the necessary records of the division, including the monthly and annual report of its activities, and other reports as necessary;

Assists in compiling the division budget;

Participates in hearings and conferences.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of civil engineering principles and practices;

Knowledge of building materials and practices in the structural, plumbing, electrical, mechanical, street and road building, and public utilities field;

Knowledge of fire safety;

Knowledge of the basic building codes, the national plumbing code;

Knowledge of the Virginia State highway standards and specifications;

Knowledge of the County subdivision control ordinance, County sewer standards and specifications;

Ability to supervise a large inspection division;

Ability to maintain effective and courteous relations with the public and other County officials.

**EMPLOYMENT STANDARDS:**

Graduation from a four-year college or university and four years of inspection experience, one of which must have been in a supervisory capacity.

07770

6508

**CONSTRUCTION SUPERINTENDENT**

**DEFINITION**

Under direction, to plan, organize and administer a construction program for all County public works systems; and to do related work as required.

**TYPICAL TASKS**

Plans and assigns work, through assistant, to construction crews involved in the construction of sidewalks, storm and sanitary sewer lines, roads and street signs; maintains division records and makes necessary reports; directs the assignment of employees to specific projects; coordinates with maintenance branch to adjust crews with varying work loads depending on season of year and types of work which must be performed.

**EMPLOYMENT STANDARDS**

Graduation from high school and four years of supervisory experience in related construction work. Knowledge of methods, equipment and supplies used in public works construction; ability to plan, organize and administer a County-wide public works construction program; ability to supervise the work of others; ability to keep records and prepare reports.

12970

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1143 **GRADE:** S-33

**TITLE:** DEPUTY DIRECTOR FOR ADMINISTRATION OR OPERATIONS

**DEFINITION:**

Under the direction of the Director of Social Services, to perform responsible administrative and supervisory work in planning and directing the activities of a major division of the Department of Social Services (i.e., the administrative or operational activities); and to do related work as required.

**TYPICAL TASKS:**

Participates in formulating and administering a comprehensive social services program;

Participates in developing departmental policies and procedures;

Analyzes financial and statistical reports;

Prepares special reports;

Evaluates the performance of subordinate staff.

If Deputy Director over administrative activities, plans, directs and coordinates the work of the agency's Budget and Fiscal Management, Personnel, Support Services, and Grants, Contracts and Purchase of Services branches;

Monitors the preparation of the agency's budget by the Social Services Fiscal Administrator;

Oversees the procurement of grants and contracted client services;

Oversees the preparation and maintenance of personnel transactions and records.

If Deputy Director over operational activities, plans, directs and coordinates the work of the agency's Prevention Services, Family and Child Services, Adult and Aging Services, Benefit Program Services, Crisis Management Services, Employment and Training Services, and Court Supervised Care branches, as well as the agency's field offices;

Maintains a liaison with community health and residential agencies to facilitate the coordination of client services;

Plans, directs, supervises and coordinates the development and implementation of specialized social service programs.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and practices of public administration, including organization, personnel, budgeting, and management analysis, and the ability to apply them effectively;

Thorough knowledge of the agency functions to be supervised;

Thorough knowledge of the philosophy and provisions of pertinent Federal, State and County laws, and the ability to interpret them accurately;

Thorough knowledge of the principles of casework supervision;

Ability to effectively administer agency-wide policies and procedures;

CLASS CODE: 1143 GRADE: S-33 TITLE: DEPUTY DIRECTOR FOR  
ADMINISTRATION OR OPERATIONS Page 2

Ability to communicate clearly and concisely, both orally and in writing;

Ability to establish and maintain good working relationships with others.

**EMPLOYMENT STANDARDS:**



Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a bachelor's degree in public administration, social services, human services, or a related field; plus six years of professional experience in social services or human services, two years of which must have included supervising professional staff. A master's degree in an appropriate field may be substituted for one year of the required experience.

ESTABLISHED: March 6, 1989

06470

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1254 TITLE: CHIEF OF ADMINISTRATIVE SERVICES**

**GRADE: S-22**

**DEFINITION:**

Under direction, assists an agency head by managing the non-technical administrative services of

an agency; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS:**

None

**ILLUSTRATIVE DUTIES:**

Directs the accounting, purchasing, personnel and budgeting functions;

Prepares special and operating budgets;

Monitors, reviews and prepares financial reports and documents;

Recommends changes to agency administrative policies and procedures, and coordinates implementation of approved revisions;

Supervises all administrative and clerical support activities;

Represents the Director, as delegated, in administrative matters concerning the agency;

Provides liaison between County agencies and other organizations in administrative matters

affecting the agency.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles and practices of organization and management;

Knowledge of budgetary, personnel and purchasing regulations and processes;

Ability to supervise administrative and clerical staff;

Ability to communicate effectively, both orally and in writing;

Ability to maintain records and prepare reports;

Ability to maintain effective relationships with County officials and the public.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a Bachelor's degree in business administration, public administration or a related field; PLUS

Four years of administrative experience which included responsibility for fiscal, purchasing and personnel functions.

**CERTIFICATES AND LICENSES REQUIRED:**

Not Applicable.

Revised: August 10, 1994

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1252 TITLE: DEPUTY GENERAL REGISTRAR GRADE: S-17**

### **DEFINITION:**

Under direction, to supervise a clerical staff in the registration of voters and the maintenance of registration and election records; and to do related work as required.

### **TYPICAL TASKS:**

Supervises the work of a clerical staff engaged in the registration of voters and the maintenance of registration and election records;  
Advises subordinates on registration problems at the counter or on the phone;  
Investigates and reviews complaints;  
Handles difficult registration and public relations problems;  
Talks with applicant when problems arise, determines or reviews facts relative to the case and explains the Virginia Election Laws and registration procedures;  
Trains new employees;  
Maintains current maps used in placing applicant in correct precinct;  
Initiates required operations when precinct lines are changed;  
Supervises preparation of payroll and bills and maintenance of personnel records;  
Assists in the preparation of departmental budget;  
Reviews and revises forms and procedures;  
Reviews applications for ballots, taking required action according to law;  
Attends meetings and conferences;  
Prepares reports;  
Supervises subordinate personnel.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of state and municipal citizenship and voting registration laws and regulations;  
Knowledge of state election laws and procedures and of the maintenance and protection of voting registration lists and records;  
Knowledge of office management and record keeping procedures;  
Ability to establish and maintain effective working relationships with County officials, employees and the general public;  
Ability to plan and direct the work of others;  
Ability to prepare reports;  
Integrity;  
Pleasing personality.

### **EMPLOYMENT STANDARDS:**

Graduation from high school, three years of experience in office or business management, and one year of responsible supervisory experience.

WP#05050

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1262 TITLE: MANAGEMENT ANALYST III GRADE: S-27****DEFINITION:**

Under general supervision, to supervise, coordinate and direct the activities of a group of subordinate Management Analysts; and/or to perform advanced specialized management analysis work; and to do related work as required.

**TYPICAL TASKS:**

Supervises/coordinates the preparation and analysis of studies in the areas of operational procedures and organizational changes in manpower utilization;  
Performs studies incident to improving management activities for submission to County agencies, the County Executive and the Board of Supervisors;  
Coordinates multi-agency studies with other departments and outside groups, as required;  
Performs related work as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, methods and problems of organization and management;  
Ability to prepare clear, concise reports;  
Ability to supervise and coordinate the work of subordinate personnel;  
Ability to work independently;  
Ability to maintain effective relationships with the public and other County agencies.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited college or university with major course work in quantitative analysis, and four years of progressively responsible professional experience in management analysis, including quantitative analysis.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: February 28, 1990



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1261 TITLE: MANAGEMENT ANALYST IV GRADE: S-31****DEFINITION:**

Under direction of the Management and Budget Director to develop and formulate recommendations regarding the organization and administration of operating programs; and to do related work as required.

**TYPICAL TASKS:**

Develops and maintains a set of management indices to aid management communications and

decision making;

Prepares a long range plan for the evolution of an integrated management information system;

Performs manpower requirements validation studies;

Performs studies of government service level;

Conducts cost benefit studies;

Supervise and participates in management analysis studies within the County agencies;

Control the design of all forms used by the County;

Assists in the preparation of systems design for approved computer applications.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Proficiency in quantitative analysis techniques;

Knowledge of the principles and methods of administrative and financial analysis;

Ability to guide and supervise subordinates in accomplishing detailed technical analyses;

Ability to communicate effectively with all levels of employees in other elements of the County

officials and the public.

**EMPLOYMENT STANDARDS:**

Graduation from an accredited four year college or university with course work which included

quantitative analysis and five years of progressively responsible experience in government or

related management work which included analysis or development of operating procedures, and

quantitative analyses.

A Master's degree may be substituted for one year of the required experience.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history

record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a

request for a criminal history record check and/or credit check to the appropriate agency.

**Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1263 TITLE: MANAGEMENT ANALYST II GRADE: S-24****DEFINITION:**

Under supervision, to review, analyze and evaluate existing County management problems and  
to make recommendations for improvement in existing system procedures and methods;  
and to  
do related work as required.

**TYPICAL TASKS:**

Analyzes operational procedures with the application of such techniques as flow charts, time and motion studies and work measurements;  
Reviews, analyzes and recommends improvements in existing system procedures and methods;  
Reviews analyzes and makes recommendations for improvement in the organization and staffing of administrative agencies;  
Conducts manpower utilization studies;  
Engages in research incident to management improvement studies being undertaken;  
Prepares both written and oral reports describing procedures and activities of agencies studies along with recommendations for improvements;  
Participates in the implementation of a new system or procedure by insuring conformity with plan and providing the link between concept and execution;  
Performs related work as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the principles, methods and problems of organization and management;  
Ability to speak and write effectively;  
Ability to establish and maintain effective relationships with others;  
Ability to work effectively with minimum direct supervision.

**EMPLOYMENT STANDARDS:**

Graduation from an accredited four year college or university and two years of management analysis experience, which included course work or experience in quantitative analyses. A Master's degree may be substituted for one year of the required experience.

**NECESSARY SPECIAL REQUIREMENTS:**

Certain positions with financial responsibility within this class may be subject to criminal history record checks and/or credit checks as a condition of hiring and periodically thereafter, as determined by the department head. An applicant or employee may be required to submit a request for a criminal history record check and/or credit check to the appropriate agency. **Applicants and employees within these select positions must demonstrate financial responsibility in personal finances as a condition of employment.**

Linda Laurie

5 July of MIM

①

Send me job Descriptions for Drill  
Prep. Section of MIM

6235

**CHIEF, BUILDING MAINTENANCE SECTION**

**DEFINITION**

Under direction, to assist in planning and directing maintenance activities for County buildings and adjacent grounds; and to do related work as required.

**TYPICAL TASKS**

Assists in planning and directing the maintenance, repair and cleaning of County buildings, grounds and related equipment; supervises and participates in the work of skilled tradesmen engaged in carpentry, painting, electrical work and other maintenance services; requisitions materials and equipment; assists with the inspection of County facilities; estimates cost of repairs; assists the director with budget planning; checks employee time cards and leave records; acts for the director in all phases of the maintenance operation during his/her absence; attends meetings and conferences; prepares reports and correspondence.

**EMPLOYMENT STANDARDS**

Graduation from high school and three years of supervisory experience in building maintenance and repair. Knowledge of the methods, practices, tools and materials of the major building trades; knowledge of administrative procedures; ability to plan, assign and direct the work of skilled tradesmen; ability to determine the time and cost estimates of materials and labor; ability to establish and maintain effective relationships with the public and County officials.

11980



**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1212 TITLE: Legislative Liaison GRADE: S-32****DEFINITION:**

Under the direction of the County Executive, serves as the principal legislative liaison for the County to the State and other governmental organizations; manages all State-level legislative activities of the County on those matters of concern authorized by the Board of Supervisors, and coordinates federal legislative matters, as assigned; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a single position class.

**ILLUSTRATIVE DUTIES:**

Oversees the development and implementation of the Board of Supervisors' annual legislative and State budget initiatives/positions;

Assesses the impact and directs any response to proposed legislation affecting the County in coordination with all County agencies;

Manages the State intergovernmental relations function of the County;

Represents the positions of the Board of Supervisors at the General Assembly;

Assists and reports to the County Executive and the Board of Supervisors on all assigned aspects of State legislation, as well as federal legislation as assigned, which enable or impact the

operations of the County;

Initiates development of executive recommendations for legislative/budget initiatives or positions to be considered by the Board as part of County's annual legislative program;

Researches, analyzes and evaluates Board of Supervisors' referrals of issues for consideration by the Board's Legislative Committee and provides staff recommendation to the Board;

Serves as lead staff to Legislative Committee of Board;

Coordinates development of draft legislation and budget amendments for initiation at the General Assembly, in conjunction with other entities including the Office of the County Attorney and the State's Division of Legislative Services, Department of Management and

Budget, and House Appropriations/Senate Finance Committee staff;

Meets Fairfax County Legislative Delegation leadership to select patrons for County legislative

or budget initiatives, and to develop strategies for the pursuit of the County's and Northern

Virginia's legislative agendas;

Lobbies and presents information on Board initiatives and positions with General Assembly members individually, at committee meetings, public hearings or as appropriate during the Session and the off-Session;

Directs all lobbying activities of the County's multidisciplinary legislative team during the Session and throughout the year;

**CLASS CODE: 1212 TITLE: Legislative Liaison GRADE: S-32****Page 2**

Researches, analyzes and evaluates legislation and studies of impact to the County, and

provides briefings and recommendations to the County Executive and Board of Supervisors;  
 Directs Countywide interagency legislative review team for purposes of department-level analysis of State legislation;  
 Writes correspondence or testimony on state legislation as directed by the Board of Supervisors, or federal legislation, as assigned;  
 Tracks the progress and status of all relevant State legislation and reports this information to the Board of Supervisors and the Fairfax County Legislative Delegation;  
 Lobbies all legislation identified as impacting the County, as directed by the Board of Supervisors;  
 Directs the annual distribution of all enacted State legislation to County departments which have primary responsibility for implementation;  
 Represents the Board of Supervisors' position and County interests in development of the annual Virginia Association of Counties (VACO) and the Virginia Municipal League (VML) legislative programs;  
 Pursues County positions and interests in coordination with those of other local jurisdictions regionally and statewide to identify and develop common legislative agendas for the General Assembly;  
 Directs County government relations as liaison with Fairfax County Legislative Delegation and General Assembly legislative staff and State executive staff;  
 Provides information on County's legislative program and activities to the media and public;  
 Supervises the administration of the County's legislative tracking database as well as development and implementation of a County government relations website;  
 Assists the County Executive and the Board by coordinating federal legislative matters, as assigned.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of effective methods of promoting legislative and public policy interests with the State legislative and executive branches;  
 Extensive knowledge of Virginia state, regional and local legislative processes, including the organization, structure and operation of State and local governments;  
 Working knowledge of State and local budget processes;  
 Working knowledge of State and local government laws or principles that control the activities and functions of local government;  
 Ability to perform research, analysis and evaluation of policy issues at the executive level of the public or private sector, and to develop effective courses of action;  
 Ability to establish cooperative working relationships with elected and appointed officials at the State, regional and local levels, including the ability to develop consensus which accommodates conflicting interests and viewpoints;  
 Ability to communicate effectively, both orally and in writing;  
 Ability to organize, plan and direct a variety of activities.

**CLASS CODE:** 1212 **TITLE:** Legislative Liaison **GRADE:** S-32

Page 3

**NECESSARY SPECIAL REQUIREMENTS:**

This position requires extensive travel. The individual in this position is expected to live in

Richmond for the duration of the annual legislative session of the Virginia General Assembly. The position also requires attendance at legislative meetings throughout the year, primarily in Richmond, as well as other sites in the State.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to:

Graduation from an accredited four year college or university with course work which includes public administration, political science, communications, policy analysis or a related field; PLUS

Five years of progressively responsible experience in state government relations for a private or public entity.

**CERTIFICATES AND LICENSES REQUIRED:**

Registration with the Commonwealth of Virginia, as a lobbyist for the County of Fairfax, within 15 days of hire and annually thereafter.

ESTABLISHED: May 3, 2001

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1131 GRADE: S-34****TITLE: DIRECTOR, PERSONAL PROPERTY, STATE INCOME AND LICENSE****DEFINITION:**

Under direction, to direct the activities of the Personal Property, State Income and License Division of the Office of Assessments; and to do related work as required.

**TYPICAL TASKS:**

Plans, organizes, and directs the work of professional, technical, and clerical staff in the maintenance of tax files and records, the assessing and billing of personal property and related taxes, the auditing of state income tax returns, the collection of delinquent taxes and the issuance of State and County business and professional licenses;

Supervises and evaluates the work of principal subordinates;

Develops operating policies and procedures;

Directs the maintenance of individual and business personal property accounts;

Confers with taxpayers and/or business representatives having difficult or unusual problems;

Reviews or determines pertinent facts and explains tax laws and procedures;

Testifies in court as a representative of the County;

Oversees the collection of taxes, purchase of vehicle decals and other miscellaneous citizen services provided at area branch offices;

Administers programs to identify additional personal property accounts by comparison of County files with Department of Motor Vehicle Records;

Keeps informed on changes in State and County tax laws, procedures, and rulings.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Comprehensive knowledge of personal property appraisal practices;

Good knowledge of applicable State and County tax laws and procedures;

Knowledge of modern office practices and procedures;

Knowledge of the principles and practices of organization, management, and personnel administration;

Ability to plan, organize, coordinate and direct the work of subordinates;

Ability to speak and write effectively;

Ability to establish and maintain effective relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited college or university with a major in accounting, finance, economics business administration, or related field; plus five years of progressively responsible experience in one or more of the following areas: real estate/personal property appraisal, business licensing, governmental auditing, accounting or budgeting, including two years of managerial experience. A master's degree in an appropriate field may be substituted for one year of the required experience.

**CLASS CODE: 1131 GRADE: S-34****TITLE: DIRECTOR, PERSONAL PROPERTY, STATE INCOME AND LICENSE**

Page 2

**NECESSARY SPECIAL REQUIREMENTS:**



This position, because it is one with financial responsibility, will be subject to a criminal history record check and credit check as a condition of hiring and periodically thereafter. Applicant or employee will be required to submit a request for a criminal history record check and credit check to the appropriate agency. **Applicants/employee in this position must demonstrate financial responsibility in personal finances as a condition of employment.**

REVISED: April 16, 2002

REVISED: November 16, 1987

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE:** 1173 **TITLE:** DEPUTY DESIGN REVIEW DIRECTOR **GRADE:** S-32

### **DEFINITION:**

Under general supervision of the Director of Design Review and subject to County policy, to assist in the planning, organization and direction of the Division of Design Review; and to do related work as required.

### **TYPICAL TASKS:**

Supervises the work of the division through subordinate supervisors;  
Confers with engineers, surveyors, and contractors regarding design and construction problems;  
Performs a wide variety of senior level administrative and professional engineering duties;  
Coordinates work programs with other divisions, departments, and other County, State and Federal agencies;  
Oversees preparation of the annual budget, monthly and annual reports;  
Attends meetings and conferences;  
Prepares reports and writes correspondence.  
Serves as Director of Design Review in the absence of the Director.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the theory and practice of civil and planning engineering and principles and practices of regional and urban development;  
Knowledge of the methods, equipment and material used in street construction, and storm and sanitary sewer construction;  
Knowledge of State and County standards of construction;  
Knowledge of the principles and practices of management;  
Ability to maintain effective relationships with governmental officials and the public;  
Ability to speak and write effectively.

### **EMPLOYMENT STANDARDS:**

Graduation from college with a major in engineering and five years of progressively responsible engineering experience related to development and design, one of which must have been in a managerial capacity.

### **PREFERRED SPECIAL REQUIREMENTS:**

Professional registration or qualifications for professional registration in engineering is desirable.

REVISED: February 28, 1990

07700

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1276 TITLE: COUNTY ARCHIVIST GRADE: S-26**

### **DEFINITION:**

Under direction, to be responsible for the development and implementation of systematic archives, records, and micrographics, which will effectively and efficiently serve all County agencies, boards, commissions, authorities, committees, and councils, both appointed and elected; and to do related work as required.

### **TYPICAL TASKS:**

Supervises the work of County Archives and Records and Micrographics personnel in the appraisal, transfer, storage, retrieval, retention, and disposition of agency records;  
Initiates records seminars, surveys, and retention schedule development with agencies;  
Certifies the destruction of agency records as authorized;  
Conducts records management audits for agencies to enforce existing schedules and identify surplus filing equipment for budgetary purposes;  
Participates in the development of manuals, handbooks, and guidelines which provide technical assistance in the enforcement of mandated records disposition standards, and micrographics; appraises records in reviewing retention schedules developed with agencies for their historical, administrative, fiscal, and legal values;  
Furnishes formal and informal training for agencies in records management and micrographics, reviews and recommends agency micrographics applications in compliance with existing schedules;  
Establishes and implements general production policies for an efficient and effective micrographics function;  
Confers with federal, state, and agency representatives in the application of records retention standards;  
Prepares fiscal year budgets for the Archives and Micrographics cost centers;  
Prepares special studies as appropriate;  
Interviews new employees.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of the principles, methods, and practices of records management;  
Considerable knowledge of federal, state and local standards as they affect public records;  
Considerable knowledge of micrographics principles, equipment, applications, and management;  
Ability to appraise records for historical, administrative, fiscal, and legal value;  
Ability to conduct effective records seminars, surveys, and audits;  
Ability to develop and implement comprehensive retention and disposition schedules;  
Ability to develop technical manuals, handbooks, guidelines, and special reports;  
Ability to establish and maintain good working relationships with others.

**CLASS CODE: 1276 TITLE: COUNTY ARCHIVIST GRADE: S-26 Page 2**

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with major course work in American history, American studies, library science, or a related field; plus six years of progressively responsible experience in records appraisal, cataloging and management, and public

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records and micrographics applications. Two years of the required experience should be in a supervisory or managerial capacity. Graduate coursework is highly desirable.  
ESTABLISHED: June 18, 1984  
08760



**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 3910 **TITLE:** CHIEF, TRANSIT OPERATIONS **GRADE:** S-27

**DEFINITION:**

Under general supervision, directs FASTRAN bus services in the operation, oversight, and administration of special transportation services (paratransit) provided for people with special needs (e.g., critical medical services, medical appointments, shopping needs, senior centers, residences and adult day care access, mental retardation services, mental health services, and alcohol and drug services); and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Manages and supervises the ride reservations, tour generation, ride scheduling, customer and agency information, cancellations, schedule reviews, and data entry functions;  
Oversees and coordinates activities with the Street Operations section;  
Supervises transit professionals engaged in paratransit ride and bus scheduling activities;  
Distributes work assignments, assures timely completion of assigned workload, and reviews completed work for technical accuracy;  
Conducts complex transit analyses and prepares technical reports;  
Implements and coordinates changes in procedures and policies;  
Coordinates needs for transportation with other County human services agencies.  
Assists with budget preparation;  
Monitors expenditures;  
Assists with preparation of Requests for Proposal;  
Serves as co-chairperson of the Transportation Advisory Council.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of the principles and methods of transit and paratransit services planning and analysis;  
Ability to effectively coordinate and supervise the work of subordinates;  
Ability to independently conduct the most complex transportation studies;  
Ability to communicate effectively, both orally and in writing;  
Ability to establish and maintain effective working relationships with subordinates, governmental officials, and the general public.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:  
Graduation from a four year college or university with a Bachelor's degree in public or business administration, transportation planning, or a related field; PLUS  
Two years of progressively responsible professional transit operations experience in the paratransit field.

CLASS CODE: 3910 TITLE: CHIEF, TRANSIT OPERATIONS GRADE: S-27 Page 2

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

REGRADED : July 12, 2003

REGRADED/REVISED: July 1, 1995

REVISED: October 6, 1994

ESTABLISHED: September 25, 1989

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 6720 TITLE: BUILDING SUPERVISOR III GRADE: S-19**

**CLASS CODE: 6721 TITLE: BUILDING SUPERVISOR II GRADE: S-18**

**CLASS CODE: 6722 TITLE: BUILDING SUPERVISOR I GRADE: S-14**

**DEFINITION:**

Under direction, to be responsible for and to participate in the general cleaning, upkeep, operation, and security of a school plant; and to do related work as required. The three levels of

responsibility are distinguished from one another as follows:

**BUILDING SUPERVISOR III** - responsibility for a large plant having 200,000 - 400,000 square feet of floor space.

**BUILDING SUPERVISOR II** - responsibility for a medium-sized plant having 90,000 - 200,000 square feet of floor space.

**BUILDING SUPERVISOR I** - responsibility for a small plant having up to 90,000 square feet of floor space.

**ILLUSTRATIVE DUTIES:**

Plans, assigns, supervises, and assists in the work of a group of custodial personnel;  
Instructs subordinates and sets expected levels of performance in cleaning, building and grounds

maintenance, proper use of equipment, materials, and supplies and other routines;

Establishes work schedules;

Motivates employees to operate as an effective working unit;

Schedules and approves leave;

Counsels employees and adjusts informal complaints and grievances through discussion;

Reports on employees' work hours and performance;

Initiates disciplinary action as needed;

Makes daily inspections to insure that prescribed standards are maintained with respect to plant,

equipment, property, and grounds;

Requisitions and distributes equipment, materials, and supplies;

Performs and/or sees that preventive maintenance, adjustments, and minor repairs are performed;

Supervises and participates in the snow removal program;

Insures that proper safety and security precautions are observed;

Works with school and community groups which utilize the building.

**CLASS CODE: 6720 TITLE: BUILDING SUPERVISOR III GRADE: S-19**

**CLASS CODE: 6721 TITLE: BUILDING SUPERVISOR II GRADE: S-18**

**CLASS CODE: 6722 TITLE: BUILDING SUPERVISOR I GRADE: S-14**

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**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Considerable knowledge of methods, materials, and practices used in custodial work, and in the

proper use and care of equipment;

Working knowledge of the safe and efficient procedures for operating central heating plants and  
the ability to make minor adjustments and service repairs to the equipment;  
Ability to train, assign, supervise, and inspect the work of subordinates;  
Ability to maintain records and prepare routine reports;  
Ability to maintain good relationships with school personnel, students, and the general public.

**EMPLOYMENT STANDARDS:**

Completion of the tenth grade and experience of increasing responsibility as follows; or  
any

equivalent combination of experience and training which provides the required  
knowledge,

skills, and abilities:

III - Three years of experience in the supervision of building service personnel,  
preferably

including one or more years or experience at the level of a building supervisor II.

II - Two years of experience in the supervision of building service personnel.

I - Three years of experience in public building custodial work.

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 5152 TITLE: CHIEF, CODE ENFORCEMENT BRANCH**

**GRADE: S-30**

**DEFINITION:**

Under limited direction, plans, coordinates and supervises a group of engineers and inspectors which investigate and resolve citizen and agency complaints concerning new construction, use of existing buildings and hazardous structures in the County; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a single position class. This class is distinguished from Code Enforcement/Complaint

Coordinator III in that this position is assigned the overall management responsibility for administration of the Code Enforcement Branch programs and supervises the branch staff.

**ILLUSTRATIVE DUTIES:**

Reviews staff reports to ensure that complaints are reviewed by appropriate Department of

Environmental Management staff or other County agency;

Monitors complaint resolutions to confirm that performance bonds/conservation escrow funds

can be released;

Coordinates the enforcement and the investigation of the violation of various building codes and

ordinances and coordinates follow-up actions such as negotiations, prosecutions, evidence

collection efforts and issuing of stop work orders;

Coordinates complaint resolution and enforcement activities with County, state and federal

agencies;

Assists with criminal and civil court prosecutions and pursues legal procedures allowed to obtain

compliance under applicable County codes and ordinances;

Oversees case preparation, including the collection of evidence and the presentation of testimony

as an expert witness;

Supervises the preparation of summonses and subpoenas;

Furnishes information on Departmental enforcement issues and policies;

Supervises the preparation of reports describing the Department's policies and procedures with

respect to new construction ordinances in the County;

Represent the Department on interagency task forces.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**



Extensive knowledge of the construction field, and of the codes and ordinances which apply to construction in the County;  
Specialized knowledge of the legal processes by which construction violations in the County are resolved or prosecuted;  
Knowledge of the principles and methods of administrative management and negotiation;  
Ability to effectively supervise staff in carrying out the work of the Branch;  
Ability to communicate with all levels of employees throughout the County and to interact effectively with County officials and the public;

**CLASS CODE: 5152 TITLE: CHIEF, CODE ENFORCEMENT BRANCH**

**GRADE: S-30**

Page 2

Ability to speak effectively and prepare clear and concise reports.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with a degree in civil engineering,

building architecture, or urban planning; PLUS,

Five years of progressively responsible experience in the supervision, management and administration of code enforcement and complaint resolution.

**CERTIFICATES AND LICENSES REQUIRED:**

None

REVISED: August 14, 1996

ESTABLISHED: July 27, 1987

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 5109 TITLE: CHIEF OF SURVEY PARTIES GRADE: S- 25**

**DEFINITION:**

Under general supervision, provides daily coordination and supervision of survey branch field parties in performing surveys as requested from various agencies; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS:**

The Chief of Survey Parties is distinguished from the Deputy County Surveyor in that the Chief

of Survey Parties supervises, administers, and coordinates the field work and personnel assignments of the survey field parties, whereas the Deputy County Surveyor assists with the

coordination and supervision of an operating branch, including the planning, direction, and

supervision of the work of a group of engineers, technicians, and paraprofessional performing

survey work for all County agencies.

The Chief of Survey Parties is distinguished from the Senior Survey Analyst/Coordinator in that

the Chief of Survey Parties supervises, administers, and coordinates the field work and personnel

assignments of the survey field parties, whereas the Senior Survey Analyst/Coordinator supervises limited survey personnel and is not responsible for the administrative and technical

supervision of numerous permanent survey parties

**ILLUSTRATIVE DUTIES:**

Supervises Survey Party Chiefs in conducting land surveys;

Assigns personnel to survey crews;

Assigns survey crews to specific jobs;

Administers survey request with other agencies;

Confers with interested parties concerning survey data;

Provides technical guidance and assistance to subordinate personnel;

Prepares reports, records of unit activities, and correspondence for signature of senior personnel

regarding survey work and data;

Reviews and recommends field equipment and computer equipment software;

Maintains a complete inventory of instrument adjustments and repair;

Instructs personnel in the care and use of all survey equipment;

Visits field survey sites to check for compliance and assistance to the Party Chief;

Reviews proposed contract drawings to assure that the field data is accurate and adequate for

construction stake-out;

Reviews procedures and recommends new ways to perform actions to improve accuracy and efficiency;

May review survey data collected by County survey crews for accuracy;

Performs related duties as required.

**CLASS CODE: 5109 TITLE: CHIEF OF SURVEY PARTIES GRADE: S- 25**

Page 2

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the principles and practices of land surveying;

Knowledge of the principles and practices of survey field work;

General Knowledge of State and local laws, codes and regulations concerning surveying;

Knowledge of mathematics such as algebra, geometry and trigonometry necessary to perform

calculations to prepare for and analyze data from survey work;

Knowledge of methods in the precise calibration of survey instruments;

Skill in the operation of survey instruments;

Ability to plan, organize, assign and evaluate the work of paraprofessional and sub-professional personnel;

Ability to read and interpret deeds, plats, and engineering plans and specifications;

Ability to use a personal computer to solve survey problems, analyze data and perform calculations;

Ability to prepare technical reports or correspondence;

Ability to review, interpret and verify survey data collected by County survey crews for accuracy;

Ability to read and interpret deeds, plats, and engineering plans and specifications;

Ability to occasionally and independently perform field investigations and inspections in environments that present moderate discomforts and risks;

Ability to review, interpret and verify survey data collected by county survey crews for accuracy;

Ability to communicate with and work with co-workers, other County employees, contractors

and engineers to obtain, clarify or provide information or advice.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience and training equivalent to:

Graduation from high school; PLUS four years of experience in conducting field surveys as a

supervisor with working knowledge of the principles and practices of land surveying.

**CERTIFICATES AND LICENSES REQUIRED:**

None

ESTABLISHED: March 14, 2002



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1392 TITLE: CLAIMS MANAGER GRADE: S-27**

### **DEFINITION:**

Under general direction, administers, manages and oversees the County's Workers' Compensation, automobile, general liability, property and professional liability self-insurance/insurance claims programs; and performs related work as required.

### **DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Positions in this class report to the Risk Manager and provide technical direction to the claims staff.

### **ILLUSTRATIVE DUTIES:**

Reviews staff work assignments to ensure compliance with program goals and objectives;  
Performs analysis of claims processes to ensure program effectiveness;  
Develops policies and procedures related to the claims program;  
Directs claims negotiations where structured settlements, severe loss exposure, or precedent cases are a potential;  
Develops and administers procedures for reserving, budgetary reporting, recording and analyzing claims and insurance data;  
Develops and coordinates claims training programs;  
Interacts with the County Attorney's Office and agency personnel in resolving complex claims issues;  
Responds to internal and external inquiries pertaining to the County's claims programs.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of liability tort and Virginia Workers' Compensation laws;  
Knowledge of legal and medical terminologies;  
Knowledge of principles and practices of statistical analysis, program management, budgeting, and on-line computerized claims systems;  
Knowledge of claims investigation, adjustment, and settlement techniques;  
Ability to review and analyze loss runs, interpret data, and provide creative resolutions;  
Ability to provide technical guidance to subordinate staff;  
Ability to communicate effectively both orally and in writing.

### **EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:  
Graduation from an accredited four-year college or university with a degree in Business Administration, Finance, or related field; PLUS  
Four years of progressively responsible experience in the handling of multi-line claims.

### **CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

**CLASS CODE: 1392 TITLE: CLAIMS MANAGER GRADE: S-27 Page 2**

### **NECESSARY SPECIAL REQUIREMENTS:**

This position, because it is one with financial responsibility, will be subject to a criminal history record check and credit check as a condition of hiring and periodically thereafter. Applicant or employee will be required to submit a request for a criminal history record check and credit check to the appropriate agency. Applicants/employee in this position must demonstrate financial responsibility in personal finances as a condition of employment.



**REVISED: April 16, 2002**  
**ESTABLISHED: November 16, 1992**

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1395 **TITLE:** CLAIMS SPECIALIST **GRADE:** S-20

**DEFINITION:**

Under general supervision, performs professional claims handling duties in processing the County's Workers' Compensation, automobile, general liability, property and professional liability, and self-insurance/insurance programs; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Positions in this class report to the Claims Manager.

**ILLUSTRATIVE DUTIES:**

Maintains and monitors claims system for Workers' Compensation, auto, general liability, property and professional liability, and self-insurance/insurance programs;

Ensures timely filing of statutory forms and reports with state;

Reviews accident and other claims reports and initiates investigations as appropriate;

Assesses compensability of Workers' Compensation claims and assesses liability on auto and general liability claims;

Coordinates with agencies, employees, physicians' offices and claims providers to ensure timely processing of all claims and responds to related questions or problems;

Provides necessary oversight to assure satisfactory performance by the claims service provider in the management of Workers' Compensation, auto liability, general liability, and subrogation claims;

Reviews and processes liability liquidation vouchers, medical bills and reports, credit compensation memoranda, and related transactions;

Analyzes and maintains statistical records which provide loss information to assist in preparing internal reports for loss analysis.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Basic knowledge of Virginia Workers' Compensation and tort liability laws;

Knowledge of legal and medical terminologies;

Knowledge of claims investigation techniques;

Ability to identify problems and recommend solutions;

Ability to communicate effectively both orally and in writing.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

An associate degree with coursework in accounting, insurance and claims management, or a related field; PLUS Two years experience handling multi-line claims.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

ESTABLISHED: November 16, 1992

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 2105 TITLE: CLERK-BOARD OF SUPERVISORS GRADE: E-01**

### **DEFINITION:**

Under direction and in accordance with policies and procedures established by the Board of Supervisors, the County Executive and State law, to perform responsible supervisory legal and administrative work in support of the Board of Supervisors; and to do related work as required.

### **TYPICAL TASKS:**

Attends regular and special meetings of the Board of Supervisors to present matters on the agenda and to ensure that all official actions are recorded;

Ensures that adequate staff and equipment are available for all Board meetings;

Manages office staff involved in preparing for Board meetings and for recording, transcribing, distributing and maintaining accurate records of all Board proceedings as required by the Code of Virginia;

Establishes policies, procedures, and formats for all office functions;

Ensures that all office functions are carried out in accordance with County, State, and Federal law, and Board policy;

Prepares and monitors the annual budget for the Clerk's office and the Board of Supervisors;

Prepares monthly reports;

Prepares legal advertising for Board of Supervisors' public hearings;

Approves all payroll and personnel actions for agency staff;

Prepares documents and correspondence for individual members of the Board.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the procedures followed by the Board of Supervisors;

Ability to plan, organize, and complete work within stringent deadlines;

Thorough knowledge of the agencies funded by Fairfax County;

Knowledge of the rules of parliamentary procedure;

Ability to organize, summarize and paraphrase extensive and complex testimony into clear and concise minutes;

Effective oral and written communication skills;

Ability to establish and maintain effective working relationships with associates and the general public.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited college or university with a Bachelor's degree in public administration, business administration, business management or a related field, plus three years of responsible public sector work experience, including one year of supervisory experience.

REVISED: November 15, 1990

09700

**CLASS SPECIFICATION**

County of Fairfax, Virginia

**CLASS CODE:** 5155 **TITLE:** CODE ENFORCEMENT/COMPLAINT

**COORDINATOR II**

**GRADE:** S-24

**DEFINITION:**

Under general direction, investigates and resolves complaints and inquiries concerning alleged violations of codes, ordinances and regulations pertaining to new construction activities, use of existing buildings, and the maintenance and upkeep of buildings within the County; evaluates permit applications, plans, specifications for compliance with codes, ordinances, regulations and policies; provide technical assistance regarding provisions of the Public Facilities Manual (PFM) and other regulations concerning land-disturbing activity; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class is distinguished from the Code Enforcement/Complaint Coordinator I class in that the

II level is considered full-performance, involving a broader range of enforcement and complaint

resolution responsibilities. Employees at the II level will either be involved in the investigation

and resolution of code enforcement complaints or in the processing and issuance of permits,

contractor licenses and adjudication of appeals.

**ILLUSTRATIVE DUTIES:**

All Areas

Identifies issues which should be brought to the attention of Departmental officials;

Determines equitable solutions to disputes between individuals and/or various size groups of

property owners, builders, contractors and the County arising from construction, nonperformance

by builders, code compliance and other issues;

Prepares reports as requested by the Director;

Represent DEM on multi agency task forces;

Provides guidance and information as appropriate, to customers regarding the land development

process.

Code Enforcement Branch

Acts on code violations, preparing appropriate notices of violations, stop-work orders, summonses and subpoenas;

Coordinates case preparation including the collection of evidence and the presentation of



testimony as an expert witness;  
Assists with criminal and civil court prosecutions;  
Coordinates investigations of single homeowner complaints concerning new construction sites and structures with field staff of the Department of Environmental Management and other County and state agencies;  
Ensures that all issues relative to a complaint are addressed by staff and resolved in a timely manner;  
Reviews and analyzes complaint investigation reports from field staff to determine adherence to Departmental policy and appropriate codes, ordinances and regulations;  
Prepares reports concerning complaint resolution procedures, policies and status;  
**CLASS CODE: 5155 TITLE: CODE ENFORCEMENT/COMPLAINT COORDINATOR II**  
**GRADE: S-24**

Page 2

Investigates complex multiple homeowner and multiple project violations under direction of higher-level employees.

Permits Branch

Evaluates the submission of applications, plans, engineering reports and specifications for construction permits; reviews and analyzes inspection reports to determine compliance with

appropriate codes , ordinances and regulations;

Ensures that all issues related to permit applications, the issuance of contractor licenses, and the

scheduling of inspections and the assignment of addresses are resolved in a timely manner;

Serves as a resource person for branch, agency, County staff, and the public, providing administrative and technical interpretation of construction code requirements to insure compliance and consistency of enforcement.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Detailed knowledge of the Virginia Uniform Statewide Building Code, and all other applicable

codes and ordinances enforced by the Department of Environmental Management;

Considerable knowledge of construction and of the codes and ordinances which apply to construction in the County;

Specialized knowledge of the process by which construction violations in the County are resolved and the legal procedures for prosecuting such violations (Code Enforcement Branch

only);

General knowledge of the construction field;

Knowledge of the principles, methods and problems of organization and management;

Ability to speak effectively in front of various size groups;

Ability to prepare clear in-depth technical reports, Board packages and statistical analyses;

Ability to establish and maintain effective relationships with others;

Ability to handle interpersonal conflict situations with tact and diplomacy;

Ability to negotiate and solve problems.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:

Graduation from an accredited four-year college or university with major course work in civil

engineering, building architecture, urban planning or law; PLUS

Two years of complaint resolution and/or building/construction code enforcement experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: August 14, 1996

REVISED: January 11, 1988

ESTABLISHED: July 27, 1987

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 5154****TITLE: CODE ENFORCEMENT/COMPLAINT COORDINATOR III GRADE: S-27****DEFINITION:**

Under general direction, supervises, plans and coordinates staff in the investigation and resolution of complex complaints and inquiries concerning alleged violations of codes, ordinances and regulations pertaining to new construction activities in the County, and inquiries related to the upkeep/maintenance and care of existing residential, commercial and industrial property; or supervises the acceptance and processing of construction and site permits, issuing of contractor licenses and assignment of new addresses in the County; performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Supervisory responsibility over lower level Code Enforcement/Complaint Coordinators, interpretation and management of complex code enforcement activities and coordination with high level County staff on legal issues are the key distinguishing characteristic of the III level class.

**ILLUSTRATIVE DUTIES:**

Code Enforcement Branch

Directs staff in the intake and review of complaints related to new construction, abandoned or dilapidated buildings, and refers complaints to the appropriate County or state agencies having authority for resolution and enforcement;  
Acts on complaints and conducts or oversees investigations involving multiple homeowner and multiple project violations, inquiries received from Homeowners' Associations, citizen groups, the Board of Supervisors and other County/state/federal entities;  
Coordinates investigations with other Departmental officials, County and state agencies, consultants and boards;  
Organizes and leads meetings, acting as liaison, negotiator and facilitator between complainants, property owners, County Attorney, Health Department and other County staff, in determining equitable resolution of complaints;  
Ensures that all issues relative to a complaint are addressed by staff and resolved in a timely fashion;



Reviews and analyzes technical complaint investigation reports from field;  
Guides and assists staff in the determination of adherence to Departmental policy and appropriate codes, ordinances and regulations;  
Identifies sensitive issues which should be brought to the attention of Departmental officials;  
Acts as liaison between individual, groups and associations of property owners and builders in determining equitable solutions to disputes in the more difficult cases investigated by the Branch;  
Conducts special investigations for the Branch;  
Assists with criminal and civil court prosecutions and pursues legal procedures allowed to obtain compliance under applicable County codes and ordinances;  
Acts on code violations, preparing appropriate notices of violations, summonses and subpoenas;  
Coordinates case preparation including the collection of evidence and the presentation of testimony as an expert witness;  
Prepares reports concerning complaint resolution procedures, policies and status.

**CLASS CODE: 5154**

**TITLE: CODE ENFORCEMENT/COMPLAINT COORDINATOR III GRADE: S-27**

Page 2

Permits Branch

Supervises the acceptance and processing of permits, supervises lower level professional and technical positions, administers issuance of contractor licenses, assignment of new addresses for property, and serves as the designated "County Official" responsible for approval of permits;  
Ensures that actions taken by subordinates comply with the applicable codes, ordinances and related policies;  
Serves as a subject matter expert and keeps abreast of current and projected provisions of the Virginia Uniform Statewide Building Code and other applicable codes, ordinances, and agency policies, provides technical interpretation for citizens, staff and County officials, to ensure compliance and consistency in code enforcement;  
Ensures that permit and other fees are assessed, and escrows are established, as appropriate, in accordance with the appropriate codes, ordinances and policies, and ensures that required refunds are calculated correctly and that the payee is properly identified;  
Designs and presents technical training concerning applicable codes, ordinances and policies;



Coordinates research to gather technical and statistical data necessary to develop and support code changes, determines potential impact on County operations and recommends changes, and assists in implementation of changes to policies and procedures resulting from code amendments.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Expert level of knowledge of the Virginia Uniform Statewide Building Code;  
Considerable knowledge of the construction field and of the codes and ordinances which apply to construction in the County;  
Specialized knowledge of the process by which construction violations in the County are resolved and the legal procedures for prosecuting such violations;  
Knowledge of the principles, methods and problems of organization and management.  
Ability to plan and coordinate the work of professional employees;  
Ability to resolve conflicts and negotiate agreements using tact, diplomacy, and persuasion;  
Ability to speak clearly and concisely in front of various size groups and to effectively conduct group meetings;  
Ability to prepare clear and concise reports.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:  
Graduation from an accredited four-year college or university with a degree in civil engineering, building architecture, or urban planning, PLUS  
Four years of progressively more responsible complaint resolution and/or construction/building code enforcement experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: August 14, 1996

ESTABLISHED: January 11, 1988

**CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 5156 TITLE: CODE ENFORCEMENT/COMPLAINT**

**COORDINATOR I**

**GRADE: S-18**

**DEFINITION:**

Under close supervision, performs entry-level work in the investigation and resolution of complaints and inquiries concerning alleged violations of codes, ordinances and regulations

pertaining to new construction, use and upkeep of existing buildings in the County or evaluates

permits, plans and specifications for compliance with codes, ordinances, regulations and policies;

provides technical assistance regarding provisions of the Public Facilities Manual (PFM) and

other regulations concerning land-disturbing activity; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This class series includes positions that enforce the Virginia Uniform Statewide Building Code

and applicable codes, ordinances and policies related to new construction in the County.

Positions assigned to the Code Enforcement/Complaint Coordinator I class perform code enforcement and complaint resolution duties which are more routine, less complex and narrower

in scope than work at the Code Enforcement/Complaint Coordinator II level. This class is typically used as a trainee, underfill level, with noncompetitive promotion progression to the full

performance Code Enforcement/Complaint Coordinator II class.

**ILLUSTRATIVE DUTIES:**

Assists higher-level employees with the investigation of complaints concerning new construction

sites and structures;

Performs the simpler assignments in reviewing and analyzing less involved complaints to determine adherence to Departmental policy and appropriate codes, ordinances and regulations;

Acts as liaison between individuals and/or small groups of property owners and builders in

assisting with the determination or equitable solutions to disputes;

Assists more senior Code Enforcement/Complaint Coordinator staff with preparations for and

prosecutions of criminal and civil court cases;

Acts on code violations, assisting with the preparation of appropriate notices of violations,

summonses and subpoenas;

Prepares routine reports concerning issues related to permits, contractor licenses, addresses, etc  
and/or complaint resolution procedures, policies and status;  
Reviews Permit processing procedures to analyze efficiency, determine if there are faster, more  
cost effective methods, and recommend changes to enhance the procedures;  
Assists other staff by researching specific provisions of codes, ordinances, and policies to clarify  
a provision or to determine if a permit meets the provisions.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the building construction field and of the codes and ordinances which apply to  
building construction in the County;

Knowledge of court proceedings (Code Enforcement Branch only);

**CLASS CODE: 5156 TITLE: CODE ENFORCEMENT/COMPLAINT  
COORDINATOR I**

**GRADE: S-18**

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Ability to assist in the preparation, analysis and presentation of reports;  
Ability to assist in collection and review of data and information as required;  
Ability to speak effectively in front of a group, and establish and maintain effective relationships  
with others;  
Ability to resolve disputes using conflict resolution techniques.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to:  
Graduation from an accredited four-year college or university.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: August 14, 1996

ESTABLISHED: January 11, 1988

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1528 TITLE: CONSUMER INVESTIGATOR GRADE: S-18**

### **DEFINITION:**

Under supervision to perform field work connected with the investigation of consumer and tenant-landlord complaints; and to do related work as required.

### **TYPICAL TASKS:**

Performs special field assignments in the investigation of consumer and tenant-landlord complaints;

Through field observation or close examination and systematic inquiry, collects evidence to ascertain whether consumer fraud exists or whether any County or State law involving tenant-landlord relations or consumer affairs has been violated;

Prepares specialized field reports.

Is expected to acquire knowledge of consumer-oriented and tenant-landlord Federal, State and County codes to insure compliance where necessary;

Is also expected to acquire a familiarity with certain specialized technical areas, such as construction techniques, automotive and electronic repairs, as well as a capability to recognize possible home health hazards.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following:

Graduation from a four year accredited college or university. Some experience in consumer or tenant-landlord programs, investigatory work, public contact or business is desirable. Equivalent experience and training may be substituted for each year of education.

CLASS CODE REVISED from 1295 to 1528: June 20, 1989  
09040



## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1526 TITLE: CONSUMER SPECIALIST II GRADE: S-25**

### **DEFINITION:**

Under general supervision, to direct the activities of a group of Consumer Specialists and Investigators; and to do related work as required.

### **TYPICAL TASKS:**

Supervises Consumer Specialists I and Investigators in the daily investigation of consumer and tenant-landlord complaints and in carrying out other assignments; Guides them in determining whether there has been a violation of consumer or tenant-landlord laws; Keeps aware of trends and problem areas in consumer affairs and tenant-landlord relations and advises superiors of developments; Instructs subordinates in techniques of complaint resolution and in the areas of consumer affairs and tenant-landlord relations; Reviews current procedures, forms and training methods used in the complaint handling process; Keeps aware of trends or patterns of complaints that develop with respect to certain companies, and so advises superior; Investigates and attempts to resolve consumer and tenant-landlord complaints of major concern. Maintains liaison between private businesses and consumer groups to facilitate communication and to effectively mediate disputes; Addresses citizen groups, students, and other groups interested in consumer education; Consolidates complaints and prepares reports or presentations that may be used by the Director or others in the County government for testimony before State or local government bodies or presentation to the Commission; Gathers statistical information or other data for use by the Technical Services and Projects Division.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following: Graduation from a four year accredited college or university. At least two years experience investigating and mediating complaints dealing with consumer and/or tenant-landlord problems or related fields. A graduate degree in business or consumer affairs is desired, and may be substituted for one year of experience. Some supervisory experience is desired.

CLASS CODE REVISED from 1291 to 1526: June 20, 1989

09020

**CLASS SPECIFICATION****County of Fairfax, Virginia****CLASS CODE: 1524 TITLE: CONSUMER SPECIALIST III GRADE: S-28****DEFINITION:**

Under general supervision, serves as Branch Manager for Consumer Protection, overseeing the consumer protection, occupational business licensing, consumer education, board and commission functions; OR, as Branch Manager for Regulatory Affairs, oversees the public utility and transportation-for-hire regulations; legislative and policy development; tenant-landlord program; ordinance amendments; community association liaison; and information technology, budget, and fiscal administration functions within the Special Services Division of Technology and Consumer Services. As Branch Manager, plans, implements, and administers the daily activities of a group of professional, technical, and/or administrative employees; and performs related duties as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

The Consumer Specialist III differs from the Chief, Special Services Division in that the Consumer Specialist III administers the Regulatory Affairs or Consumer Protection Branch, whereas the Chief, Special Services Division manages all activities of the Special Services Division, including oversight of the Consumer Protection and Regulatory Affairs branches.

The Consumer Specialist III differs from the Consumer Specialist II in that the Consumer Specialist III serves as administrator of the Regulatory Affairs or Consumer Protection Branch within the Special Services Division, developing recommendations regarding the organization and administration of the Division, whereas the Consumer Specialist II supervises a group of professional or technical employees within a branch.

**ILLUSTRATIVE DUTIES:****Consumer Protection Branch Manager**

Oversees, plans, supervises and directs the daily operations and activities of the consumer protection, occupational business licensing, consumer education, board and commission functions;

Oversees the preparation of Assurance of Voluntary Compliance (AVC) within the provisions of the Virginia Consumer Protection Act and assists the County Attorney in the criminal and civil

court prosecutions including the collection of evidence and presentation of testimony as an

expert witness;

Serves as administrator for the complaint resolution arbitration program to include conducting

the arbitration hearing, interpreting rules and regulations, and preparing the legally binding

arbitration agreement;

Prepares Board Items and makes presentations to the Board of Supervisors, business and community organizations, and other County agencies on consumer protection issues;

Directs the investigation of cases that are in violation of Virginia State law, County ordinances,

telecommunication cable franchise agreements, and other legal regulations;

**CLASS CODE: 1524 TITLE: CONSUMER SPECIALIST III GRADE: S-28**

Page 2

Handles the effective resolution of all high profile complaints referred by the Board of Supervisors, members of Congress, Virginia State Delegates and other public officials; Coordinates, tracks, and prepares the branches legislative agenda and submissions related to

consumer protection and licensing legislation.

**Regulatory Affairs Branch Chief**

Oversees, plans, supervises, and directs the daily operations and activities of the public utility

and transportation-for-hire regulations; legislative and policy development; tenant-landlord

agreements; ordinance amendments; community association liaison; and information technology,

budget, and fiscal administration functions;

Prepares Board Items and presents testimony as an expert witness on behalf of the Board of

Supervisors before the Federal Communications Commission, the Virginia General Assembly,

and the Virginia State Corporation Commission on telecommunication and public utility issues;

Leads the County's efforts in negotiating and securing wholesale power contracts with electric

and natural gas suppliers;

Oversees the regulation of the transportation-for-hire industry in Fairfax County, including the

preparation of specialized financial reports for public hearings concerning taxicab company

certificates, rates, and amendments to Chapter 84.1 (Public Transportation);

Audits and analyzes financial reports, budgets, and annual income tax filings of all taxicab

companies in Fairfax County for compliance to the County Code;



Oversees and coordinates research to gather technical and statistical data necessary to develop and support ordinance changes to Chapter 84.1 (Public Transportation), Chapter 28.1 (Massage Therapy Establishments and Services), Chapter 31 (Peddlers, Solicitors and Canvassers), Chapter 12 (Tenant-landlord Relations), Chapter 82-5-32 (Towing), and legislative proposals dealing with the Virginia Utility Restructuring Act of 1999, Electric and Natural Gas consumption tax, and retail supply choice for natural gas customers; Audits and analyzes budgets, financial reports and income tax filings from all telecommunication, electric and natural gas companies operating in Fairfax County and recommends adjustments to reduce utility rates and charges to Fairfax County citizens; Serves as liaison with federal, state, and local agencies to represent Fairfax County on issues including electric and gas regulation and deregulation, utility rates and services, and transportation-for-hire regulations; Directs the tenant-landlord program that provides guidelines for the legal, fiscal, management, and administration for thousands of homeowner associations in the County.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Extensive knowledge of federal, state, and local laws, ordinances, regulations and standards related to consumer protection, legislative policy development, regulatory oversight of public utilities and transportation for-hire; Extensive knowledge of managerial methods, principles, practices, theories and processes of the telecommunications, gas and electric industries, regulatory bodies, and consumer protection bodies; Extensive knowledge of financial analysis, arbitration procedures, consumer protection law, rate design, generally accepted accounting principles, cost of service, and cost allocation methodologies;

**CLASS CODE: 1524 TITLE: CONSUMER SPECIALIST III GRADE: S-28**

Page 3

Thorough knowledge of consumer protection complaint tracking software to include the operational, select processing, and system administration functions; Knowledge of the capabilities of information technology software, hardware, and network communications technology; Knowledge of the issues relating to public and private participation in consumer protection, accounting, fiscal management, occupational business licensing, information technology and utility regulation;



Knowledge and experience in preparing and presenting expert witness testimony on complex accounting and consumer protection issues;  
Knowledge of the terms of franchises and other legal agreements with cable and telecommunications companies and the regulatory requirements under federal, state and local law;  
Ability to plan, organize, supervise, lead, coordinate, assign, and evaluate the work of professional and support staff in a complex, highly interactive work environment;  
Ability to direct programs requiring coordination with other government agencies, public utility companies, businesses, and citizen organizations;  
Ability to analyze facts and reach logical conclusions, to resolve conflicts, and to administer complex negotiations using tact, diplomacy, and persuasion;  
Ability to establish and maintain effective working relationships with staff, management, community organizations, regulatory agency officials and industry representatives.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:  
Graduation from an accredited four-year college or university with a Bachelor's degree in Accounting, Finance, Public or Business Administration, or a related field; PLUS  
Four years of progressively responsible experience in the fields of accounting, utility regulation, transportation regulation, consumer protection, fraud investigations, occupational business licensing, regulatory code enforcement, information technology, or a related field, including at least one year of experience at or equivalent to the level of Consumer Specialist II.

**CERTIFICATES AND LICENSES REQUIRED:**

Not applicable.

ESTABLISHED: April 19, 2001

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1505

**TITLE:** DIRECTOR, CONSUMER PROTECTION DIVISION

**GRADE:** S-32

**DEFINITION:**

Under administrative supervision of the Director of Cable Communications and Consumer Protection, plans, organizes, directs and manages the work of the Consumer Protection Division; assists the Director in managing various fiscal and administrative activities of the Department; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Oversees and coordinates activities of four division branches with program areas which include: consumer protection investigations; regulatory oversight of telecommunications, electric, gas and public transportation for hire companies; occupational business licensing; and the monitoring of consumer complaint trends/statistics and the initiation of studies and agency activities to remedy the source of such problems;

Enforces and interprets Federal and Virginia Codes applicable to all aspects of consumer protection;

Develops and recommends policy, legislation, and ordinance revisions as they pertain to consumer protection law and regulatory oversight;

Coordinates and manages the Board of Supervisors-appointed consumer protection commission, towing industry board, and tenant/landlord commission for Fairfax County;

Coordinates and oversees the County's Homeowner Association liaison program;

Oversees industry and consumer education outreach program;

Plans, organizes and directs a utility regulations program which obtains citizens high quality services at the lowest rates and charges and prepares utility rate and service case testimony for presentation before the Virginia State Corporation Commission and federal regulatory agencies;

Supervises Utilities Analysts in areas of analysis, including cost of capital, rate of return, rate structure, marginal cost pricing, rate bases and expenses;

Coordinates County utility contract negotiations for all County facilities to include general county, parks, schools and water authority;

Oversees the preparation of the departmental budget and all quarterly reviews;

Assists the Director in controlling departmental expenditures and monitoring compliance with County fiscal, purchasing, and budgetary practices;

Manages Department-wide automation development including database management and statistical records and database;

Supervises the preparation of consumer materials, including pamphlets, brochures, and newsletter articles;

Oversees the preparation of special reports and Board of Supervisors' items on a broad range of consumer topics;

**CLASS CODE:** 1505 **TITLE:** DIRECTOR, CONSUMER PROTECTION DIVISION

**GRADE:** S-32 Page 2

Writes press releases, participates in media interviews and arranges for speaking engagements with regard to Consumer Protection Division issues;  
Develops and oversees consulting contracts for highly specialized issues;  
Recruits, interviews, recommends hiring, and reviews and evaluates the performance of professional staff in the Consumer Protection Division;  
Manages the Department's centralized clerical pool.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the principles, methods and problems of organization and management;  
Considerable knowledge of financial and economic analysis techniques;  
Extensive knowledge of consumer protection and applicable regulatory laws  
Extensive knowledge of public utility organizational and financial structure;  
Knowledge of rules, regulations and laws governing utility operation;  
Ability to write clear, concise reports;  
Ability to supervise and coordinate the work of subordinate personnel;  
Ability to speak clearly and effectively to groups or when presenting testimony;  
Ability to maintain effective relationships with the public, special interest groups and other government agencies.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:  
Graduation from an accredited college or university with a degree in Public Administration, Business Administration, Economics or a related field; PLUS  
Five years of progressively responsible experience related to consumer protection law and the operation of public utilities and the services rendered by them, of which two must have been in a supervisory capacity.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED: July 19, 2002

ESTABLISHED: June 12, 1989

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1114

**TITLE:** DIRECTOR, DEPARTMENT OF CABLE COMMUNICATIONS AND CONSUMER PROTECTION

**GRADE:** E-09

**DEFINITION:**

Under general direction to plan, organize, direct and manage the work of the Department of Cable Communications and Consumer Protection; and to perform related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

Not applicable.

**ILLUSTRATIVE DUTIES:**

Exercises managerial policy and program control over all department matters through subordinate division directors;

Assures that official actions of the Board of Supervisors are correctly interpreted and implemented into work activities of the department;

Studies emerging telecommunications technologies and evaluates the impact of these technologies on the County government, citizens, and businesses;

Ascertains community needs and interests for current and future services such as video programming, voice and data communications, and interactive telecommunications;

Administers the development of services identified in the Communications Act of 1934, as amended, that impact the County government, citizens, and businesses;

Plans, organizes and administers commercial telecommunications policy development that encourages the most diverse and highest quality service offerings at the least cost to citizens and businesses within the County, while creating and maintaining a level playing field among competing service providers, as mandated by the Virginia Code;

Enforces and interprets Federal, Virginia, and County Codes applicable to all aspects of commercial telecommunications operations;

Serves as the County's Communications Administrator and administers the County's cable franchises, including financial review of grants, compliance with federal, state, and local laws, technical performance, and consumer complaints;

Plans, organizes and directs the provision of video production services for existing and new communication technologies, including informational programming for County citizens and internal communications and training programming for County employees;

Administers a program of annual evaluations of requests from all County agencies for video production services and equipment and makes recommendations to the County Executive for appropriate funding;

Plans, organizes and directs the program that assists citizens with problems encountered in consumer-business and tenant-landlord relations, provides enforcement of consumer protection statutes, and provides professional guidance to community and homeowners associations;

CLASS CODE: 1114 TITLE: Director, Department of Cable Communications and Consumer Protection GRADE: E-09 Page 2



Administers a licensing program which regulates taxicab companies and drivers, solicitors, peddlers, massage therapists, pawn brokers and precious metals dealers in Fairfax County;

Directs the monitoring of consumer complaint trends and initiates studies and agency activities to remedy the source of such problems;

Enforces and interprets Federal and Virginia Codes applicable to all aspects of consumer protection;

Plans, organizes and directs a program that obtains high quality utility services at the lowest rates and charges and prepares utility rate and service case testimony for presentation to the Virginia State Corporation Commission and federal regulatory agencies;

Coordinates with DIT to plan and manage the County's utilization of the institutional network, including data, voice, and video transmission requirements of user agencies;

Administers the program for receipt, distribution and mailing of all mail to and from all County government agencies, as well as, the sale of historical documents, publications and commemorative gifts;

Administers the program for design, layout and printing of all documents printed for the Fairfax County Government and the Fairfax County Public Schools;

Administers the program that manages storage, retrieval, and microfilm/microfiche services for all County archival records;

Administers the program that provides multi-functional equipment to all County agencies to provide copying, printing, scanning and faxing services;

Plans and directs the annual preparation of legislative proposals for presentation to citizen advisory commissions, the Board of Supervisors, the Virginia General Assembly, and the United States Congress;

Serves as executive director of citizen advisory groups including the Consumer Protection Commission and the Tenant-Landlord Commission;

Evaluates the work of the directors of four subordinate divisions;

Oversees the preparation of the Department's budget submission;

Directs the preparation of special studies and reports dealing with the activities of the Department;

Represents agency before legislative and judicial bodies, national consumer and telecommunications organizations, news media, and community groups.

**REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of the principles, methods and problems of large organization management;

Knowledge of processes of legislative and regulatory government bodies, and ability to represent the DCCCP in such forums;

Skill and ability to provide leadership and direction for issues affecting the telecommunications industry and an understanding of the local and federal laws and regulations governing that industry;

Skill and ability to provide leadership and direction for consumer protection issues and an understanding of consumer protection laws and/or local law enforcement processes;

Skill and ability to provide leadership and direction of an advanced communications production

CLASS CODE: 1114 TITLE: Director, Department of Cable Communications and Consumer Protection GRADE: E-09 Page 3

facility;

Skill and ability to provide leadership and direction to a diverse document services support organization;

Ability to prepare clear, concise reports;

Ability to supervise and coordinate the work of subordinate division directors and other professionals;

Ability to maintain effective relationships with the public, and other County, State and Federal agencies.

**EMPLOYMENT STANDARDS:**

Graduation from an accredited four-year college or university; PLUS

Five years of progressively responsible management experience in telecommunications, consumer protection, or other fields directly related to the Department's core functions.

**CERTIFICATES AND LICENSES REQUIRED:**

None

REVISED: July 19, 2002

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1193 TITLE: DIRECTOR OF LINE MAINTENANCE GRADE: S-34**

### **DEFINITION:**

Under direction of the Director and Assistant Director of Public Works Department, to supervise a division responsible for the maintenance and operation of the County sewer, pumping and metering system; and to do related work as required.

### **TYPICAL TASKS:**

Supervises the planning and administration of the division's maintenance and operating responsibilities;

Directs preparation of technical studies and reports;

Plans and establishes priorities for sewer system improvements, replacements and long-range maintenance;

Recommends capital improvement projects;

Supervises division purchases of equipment and operating supplies;

Oversees recruitment and training of personnel and directs a safety program;

Maintains liaison with neighboring jurisdictions regarding wastewater flow measurement requirements and related activities.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of the theory and practice of civil and/or mechanical engineering;

Knowledge of the principles and practices of urban planning;

Knowledge of the principles and practices of line maintenance;

Ability to plan and coordinate the work of professional and sub-professional engineers;

Ability to write reports, specifications, and contract documents.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following:

Graduation from college with major course work in an engineering field, and five years of progressively responsible professional experience in the sewer line maintenance field.

07870

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 1191 GRADE: S-34**

**TITLE: DIRECTOR, SYSTEM ENGINEERING AND MONITORING DIVISION**

### **DEFINITION:**

Under the direction of the Director and Assistant Director of Public Works, to plan, coordinate and direct a division responsible for sanitary sewer system engineering and analysis, environmental monitoring, sewer permit processing, and sewer billing; and to do related work as required.

### **TYPICAL TASKS:**

Directs, coordinates, and supervises comprehensive planning studies identifying future wastewater treatment facility requirements and current deficiencies;  
Directs and coordinates engineering and construction projects relative to the expansion of County treatment facilities and pump stations;  
Develops capital project funding, fiscal projections, and fiscal control procedures;  
Coordinates with other jurisdictions regarding regional treatment issues;  
Supervises environmental laboratory personnel in the testing and monitoring of wastewater effluent;  
Monitors air quality with respect to the County's sludge incinerators and resource recovery facility;  
Tests and monitors industrial waste discharge for toxic and hazardous chemicals;  
Ensures industry compliance with Federal, State and local regulations;  
Directs the preparation of complex investigative reports;  
Oversees and directs the sewer permit process;  
Reviews all rezoning and construction plans to ensure compliance with standards covering sewer construction and modification;  
Directs the collection of quarterly sewer user billings and connection fees;  
Resolves customer billing complaints;  
Provides information to contractors and the public as required;  
Serves in the absence of the Director of Waste Management.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the practices and theory of civil engineering;  
Extensive knowledge of facility and system design, construction and operation;  
Comprehensive knowledge of modern chemical and biological testing procedures utilized in a large environmental laboratory;  
Comprehensive knowledge of, and the ability to enforce, County, State and Federal regulatory standards;  
Ability to prepare concise, comprehensive investigative and management reports and make effective recommendations;  
Ability to plan and coordinate the work of professional and subprofessional engineers.

**CLASS CODE: 1191 GRADE: S-34 TITLE: DIRECTOR, SYSTEM ENGINEERING AND MONITORING DIVISION Page 2**

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in engineering; and five years of progressively responsible experience in the planning, design, construction and monitoring



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of a municipal sewer system, wastewater treatment facility and/or comparable public works projects.

ESTABLISHED: March 23, 1987

07850

**CLASS SPECIFICATION**

County of Fairfax, Virginia

**CLASS CODE:** 1123 **TITLE:** EXECUTIVE DIRECTOR, COMMISSION FOR WOMEN

**GRADE:** E-06

**DEFINITION:**

Under direction of the Deputy County Executive for Human Services, oversees planning, policy, management, and administrative duties as director of the Office for Women and as staff to the

Commission for Women; and performs related work as required.

**DISTINGUISHING CHARACTERISTICS OF THE CLASS:**

This is a managerial, single-position class involving responsibility for leading the activities of

the Office for Women and providing staff support to the Commission for Women.

**ILLUSTRATIVE DUTIES:**

Manages the resources and supervises the personnel of the Office for Women;

Develops policies related to barriers to women within Fairfax County government and the community, submits these policies to the Board of Supervisors for review and executes approved

policies;

Serves as staff to the Commission for Women, overseeing all administrative, budgetary and

planning functions and providing guidance on policy issues presented by the Commission to the

Board of Supervisors and other organizations;

Serves as liaison between the Commission for Women, Office for Women, senior management,

the Board of Supervisors, business and education leaders, community-based organizations and

citizens;

Serves as a resource to public, private or community organizations on issues related to women;

Takes a leadership role in building consensus and ensuring collaborative and cooperative efforts

from all parties with an interest in women's issues;

Serves on boards and senior level task forces related to policy development and execution;

Leads strategic planning and development of goals, policies, programs, and outcome measurements for the Office for Women;

Acts as a mentor and catalyst to the professional staff of the Office for Women in their efforts to

solve problems, develop policy and establish community linkages on women's issues;

Develops and presents or arranges for presentation of customized training for staff or other

interested parties;

Directs public information and media contacts for the Office for Women;

Speaks at conferences and regional programs on career development, leadership, and a range of

women's issues.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Knowledge of County, state, and federal policies and programs for women;

Knowledge of the general principles and policies of public administration and budgeting;

**CLASS CODE:** 1123 **TITLE:** EXECUTIVE DIRECTOR, COMMISSION FOR WOMEN

**GRADE:** E-06

Page 2

Ability to perform needs assessments for organizations and develop strategies to serve such

needs;

Ability to lead and coach staff in technical analyses, program management, and training activities;

Ability to communicate and build working partnerships with a wide range of management levels

and community groups;

Ability to analyze, synthesize and write policy related to women's issues;

Ability to articulate issues and positions of the Commission For Women.

**EMPLOYMENT STANDARDS:**

Any combination of education, experience, and training equivalent to the following:

Graduation from an accredited four-year college or university with a bachelor's degree in a

related area; PLUS

Five years of progressively responsible work in management or public administration, with

related experience in developing and administering programs for women and career development

programs. A master's degree may be substituted for one year of required experience.

**CERTIFICATES AND LICENSES REQUIRED:**

None.

REVISED/REGRADED: January 26, 1998

## CLASS SPECIFICATION

County of Fairfax, Virginia

**CLASS CODE:** 5159 **TITLE:** LEASING AGENT **GRADE:** S-27

### **DEFINITION:**

Under general supervision, to plan, negotiate and administer a program of building leases for County occupancy; and to do related work as required.

### **TYPICAL TASKS:**

Interprets leasing needs of various County agencies and implements local leasing policy consistent with Federal and State guidelines;

Negotiates terms of proposed leases with prospective landlords and prepares necessary leasing documents;

Administers leases by approving changes in purchase orders and authorizing payment of lease escalator items;

Coordinates with landlords or their leasing agents on problems of maintenance and/or remodeling;

Assists in coordinating office moves with landlords and participating County agencies;

Furnishes information to the Budget Office regarding funding of leased properties and prepares planning reports on projected costs of possible agency moves involving leased buildings;

Acts for the division director in his/her absence.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:**

Ability to analyze laws, ordinances and building structures and leases;

Ability to negotiate independently and to communicate well in oral and written manner.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to the following:

Graduation from college or university with a degree in real estate, business administration or related field. Four years of responsible experience relating to leasing of real property.



**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 3287

**TITLE:** RESOURCE DEVELOPMENT AND TRAINING MANAGER **GRADE:** S-28

**DEFINITION:**

Under the direction of the Director of Social Services, to develop and manage programs to maximize utilization of available community resources in client service delivery; to manage the agency's program of staff training and development; and to do related work as required.

**TYPICAL TASKS:**

Plans, manages, and directs the activities of the Office of Resource Development and Training;

Works with non-profit and for-profit organizations in the development and implementation of strategies for increasing the use of community-based resources to address client service needs;

Supervises the agency's Volunteer Services Coordinator;

Develops and manages the implementation of an agency-wide staff training and development plan, drawing on Federal, State, County and private training resources; Coordinates the agency's training plan with the Office of Personnel;

Develops and supervises a tracking system to monitor and evaluate agency progress toward meeting identified staff training and development needs;

Supervises management of the Automated Systems Training Center, ensuring that it provides effective and efficient automated systems training for County employees, agency personnel and clients served by the Division of Employment and Training;

Works closely with the Office of Policy and Information Management and the Grants, Contracts and Purchase of Service Unit in identifying funding sources and facilitating necessary contracts for community-based service provision; coordinates the Office's budgetary requests with the Budget and Financial Management Branch.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and methods of organizational/staff development, and the ability to effectively apply that knowledge;

Extensive knowledge of community-based human services;

Ability to plan, organize and direct the work of a group of professionals engaged in accomplishing varied and complex tasks;

Ability to communicate clearly and concisely, both orally and in writing;

Ability to establish and maintain good working relationships with others.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a bachelor's degree in personnel management, education, or a related field, plus five years of professional experience in staff development and/or development of community resource systems, two years of which must have included supervising professional staff. A master's degree in an appropriate field may be substituted for one year of the required experience.

ESTABLISHED: March 6, 1989

06390

## **CLASS SPECIFICATION**

**County of Fairfax, Virginia**

**CLASS CODE: 3284 TITLE: TEAM OPERATIONS ADMINISTRATOR**

**GRADE: S-31**

### **DEFINITION:**

Under the direction of the Deputy Director of Social Services, to plan and administer the operation of field offices in the Department of Social Services; and to do related work as required.

### **TYPICAL TASKS:**

Assigns tasks, establishes priorities, and sets work objectives for Social Work Team Operations Managers directing the agency's field offices;  
Oversees the operation of these offices, and ensures that agency objectives are met by monitoring the results of team activities;  
Ensures adequate staffing and training of field office personnel;  
Approves leave and prepares performance evaluations for all Social Work Team Operations Manager positions;  
Directs the implementation of administrative policy changes adopted by the agency director;  
Coordinates with the Social Work Program Managers to ensure access to program information and resources;  
Participates in planning and budgeting functions as required to ensure adequate resources for field offices.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

Extensive knowledge of the principles and practices of social work;  
Thorough knowledge of the methods and practices of casework supervision;  
Thorough knowledge of the methods and practices of public administration, including personnel, budgeting, and accounting;  
Thorough knowledge of the County's personnel and budgetary regulations and procedures;  
Ability to effectively administer agency-wide policies and procedures;  
Ability to plan, organize, direct, and evaluate the work of a professional staff;  
Demonstrated ability to manage multiple projects and functions;  
Ability to communicate clearly and concisely, both orally and in writing;  
Ability to establish and maintain effective relationships with others.

### **EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in public administration, social services, human services, or a related field; plus five years of professional experience in social services or human services, two years of which must have included supervising professional staff. A master's degree may be substituted for one year of the required experience.

ESTABLISHED: March 6, 1989

06460

**CLASS SPECIFICATION**  
**County of Fairfax, Virginia**

**CLASS CODE:** 1292

**TITLE:** VOLUNTEER SERVICES PROGRAM MANAGER **GRADE:** S-22

**DEFINITION:**

Under direction, to manage volunteer services program(s); to plan program(s); to assure the provision of resources necessary for program operation; and to evaluate program effectiveness in meeting goals and objectives.

**TYPICAL TASKS:** (illustrative only)

- o Establishes and maintains liaisons with agency program managers to insure efficient and continued use of volunteers
- o Directs the preparation of reports, budgets, position papers, legislative input and proposals
- o Prepares and presents speeches to civic and community organizations to promote volunteerism
- o Coordinates annual plan of training offerings for volunteers and develops in-service training materials including program-specific manuals and resource materials for diverse volunteer workforce
- o Supervises full performance level Volunteer Services Coordinators and volunteer positions
- o Participates as member of committee assigned task of exploring innovative volunteer programming and developing County volunteer service policies and standards.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- o Ability to supervise both professional level staff and volunteers effectively
- o Ability to develop, implement, and evaluate program goals and objectives
- o Demonstrated interpersonal and organizational skills
- o Effective oral and written communication skills, including effective presentation skills.

**EMPLOYMENT STANDARDS:**

Any combination of education and experience equivalent to graduation from an accredited four-year college or university with a degree in social or behavioral sciences, liberal arts, education, or personnel administration AND

CLASS CODE: 1292 TITLE: VOLUNTEER SERVICES PROGRAM MANAGER

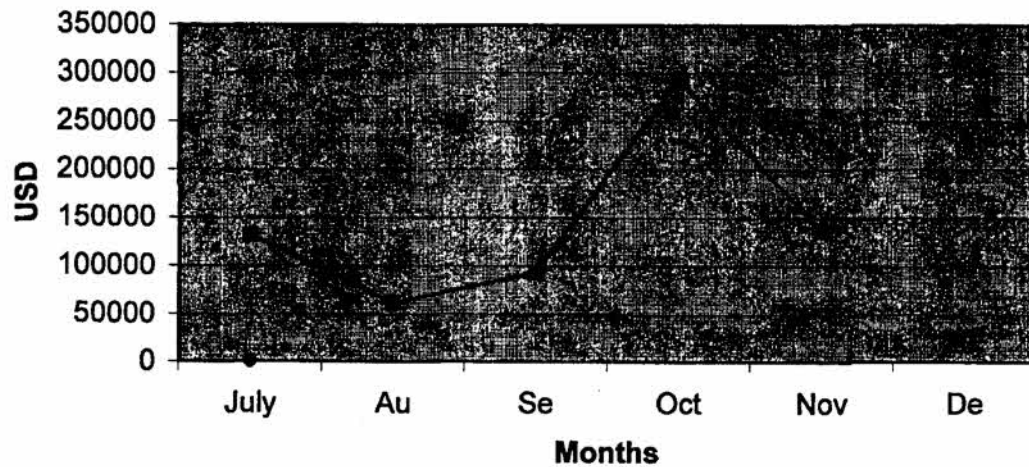
GRADE: S-22 Page 2

Two years of professional volunteer services coordination experience, including recruitment, selection, and placement of volunteers.

ESTABLISHED: February 11, 1991

10660

### Nasser Company (Revenues)



July	131267	2259290	1502	2.17
Aug.	60817	347169	1487	2.41
Sept.	92500	240000	1489	2.2
Oct.	293182	300000	1488	2.55
Nov.	136000	350000	1492	2.18
Dec.				

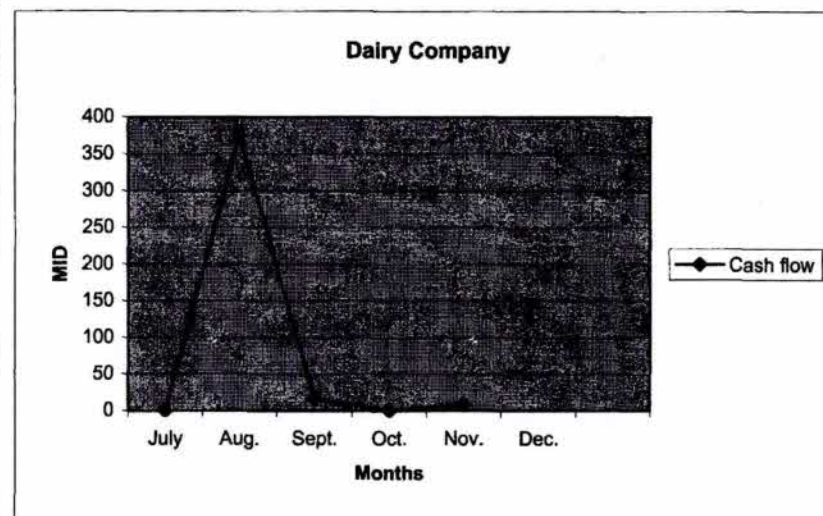
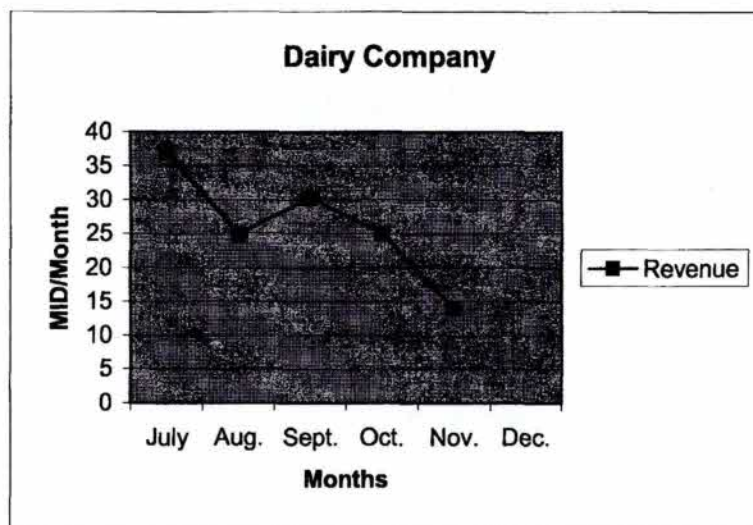
the revenues for Nov.= 136000 + 43 MID

Prepared by the ministry of Industry & Minerals

Firas Samir.



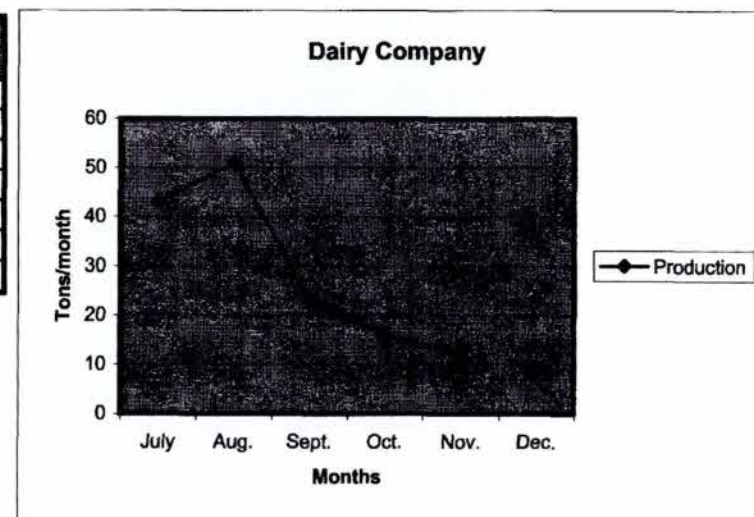




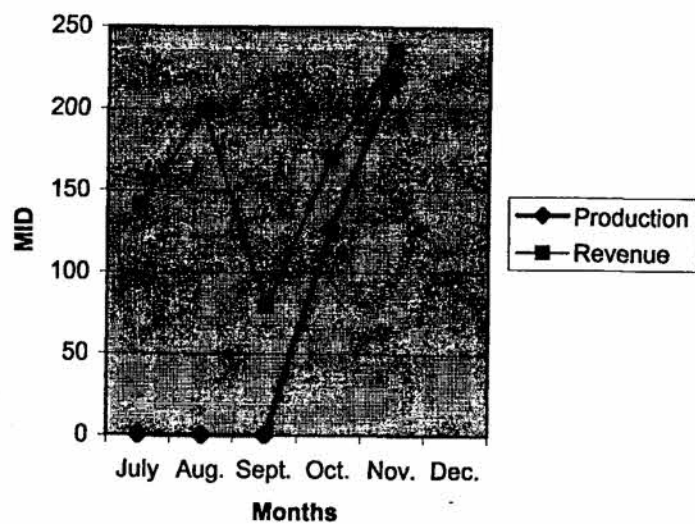
Month	Employees	Revenue	Cash flow	Production	Profit
	Tons/month	MID/month	MID		KWD
July	43	37	0	1284	355
Aug.	51	24.956	375	1284	350
Sept.	23	30.265	15.9	1284	352
Oct.	16	24.956	0	1285	315
Nov.	12	14	8.5	1303	300
Dec.					

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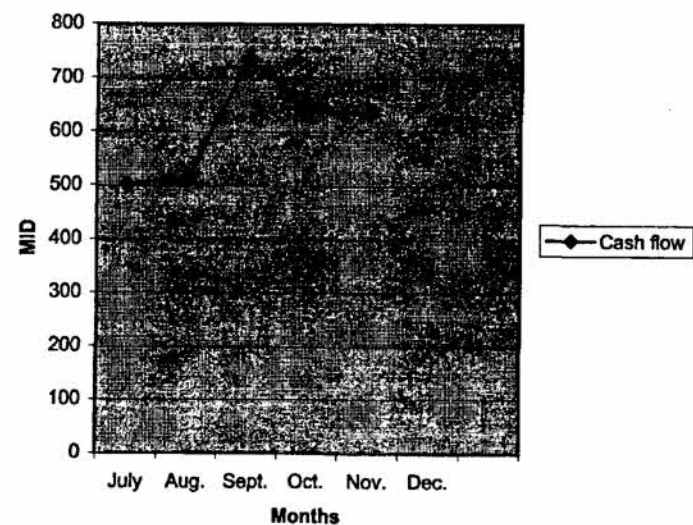
Firas Samir.



### Glass & Ceramics State Co.



### Cash flow

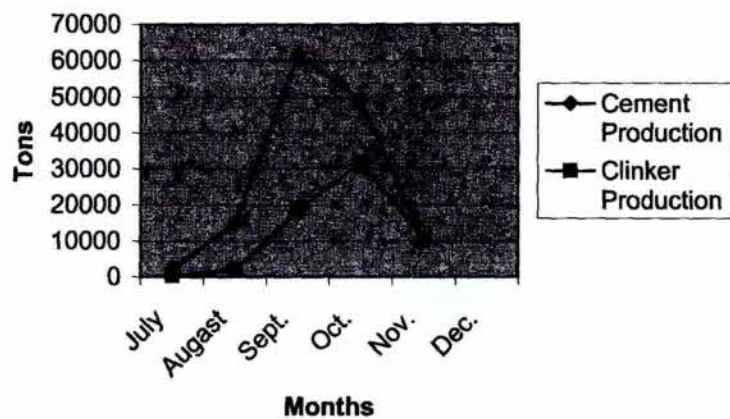


Month	Production (MID)	Revenue (MID)	Cash flow (MID)
July	0	140.635	503.3
Aug.	0	199.212	512.72
Sept.	0	79.305	735.285
Oct.	127.264	170.151	2289
Nov.	220.385	235.7	2299
Dec.			2370

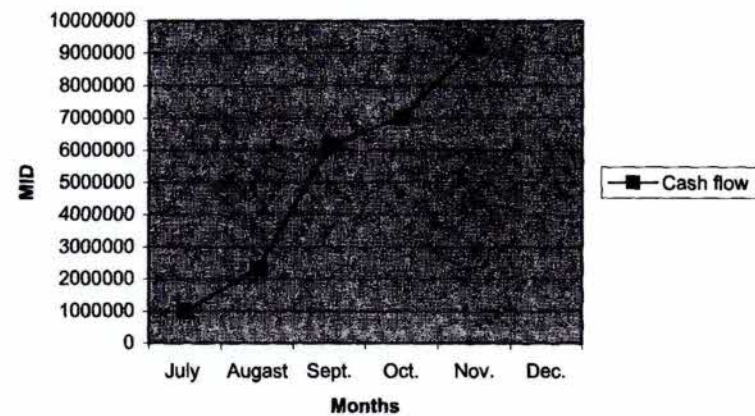
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Iraqi Cement Co.

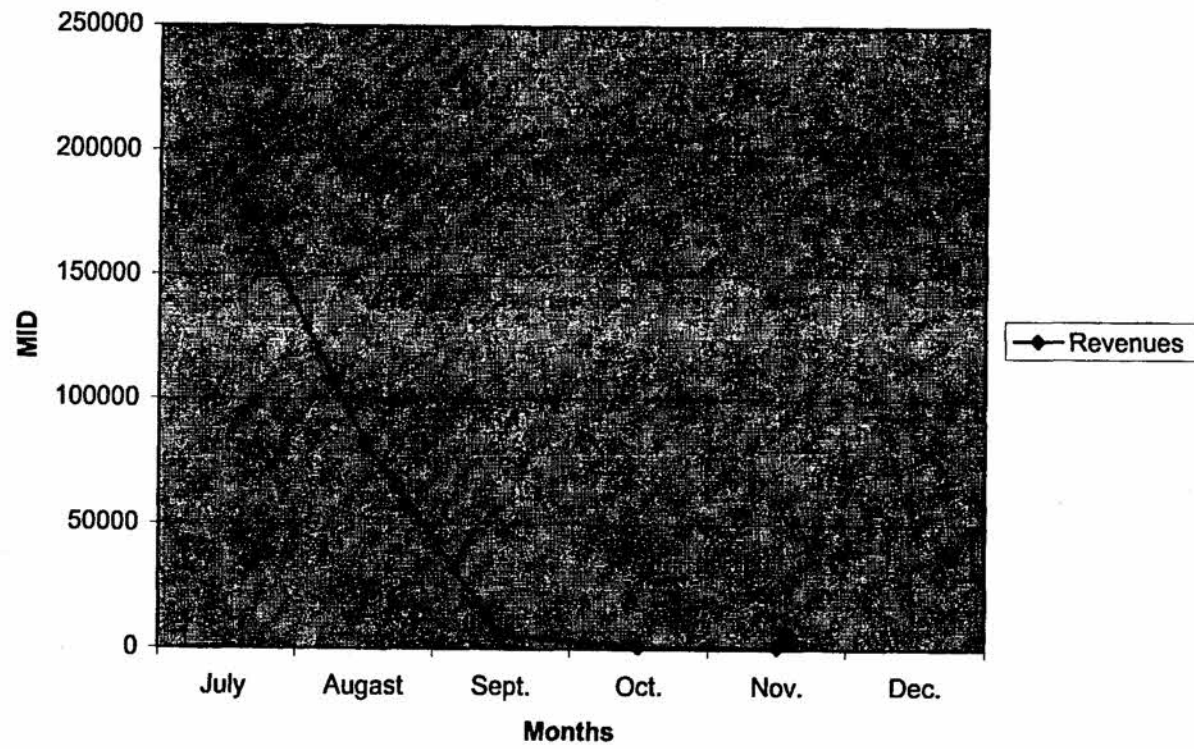


Iraqi Cement Co.

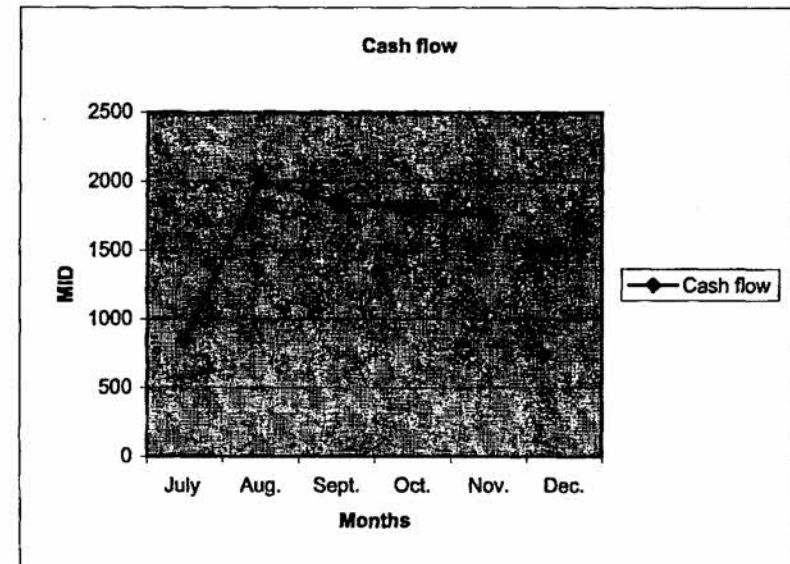
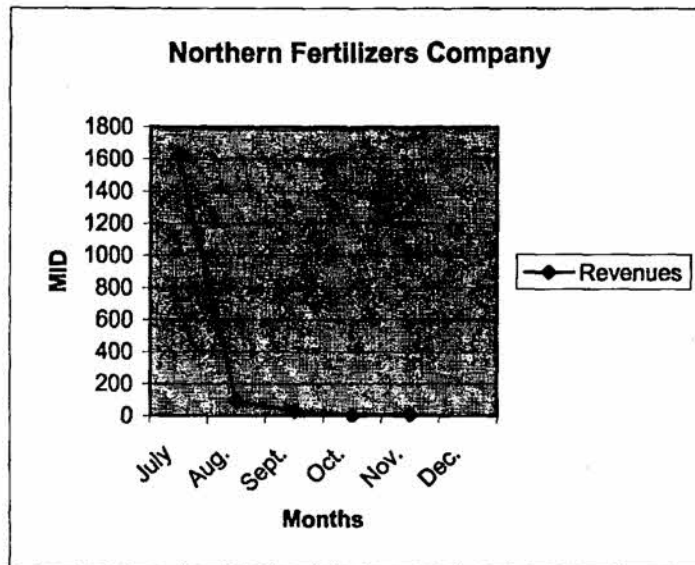


Month	Cement Production Tons	Clinker Production Tons	Revenue M/D	Cash flow M/D	Electricity M/D	No. of employees
July	2193	0	192061	994109	2174	2708
August	15142	2019	83025	2313093	2174	2707
Sept.	61706	18702	5643.7	6157149	9939	2707
Oct.	49005	31720	632.2	7030637	20125	2718
Nov.	10308	10457	567.9	9211506	5572	2726
Dec.						

### Iraqi Cement Co.

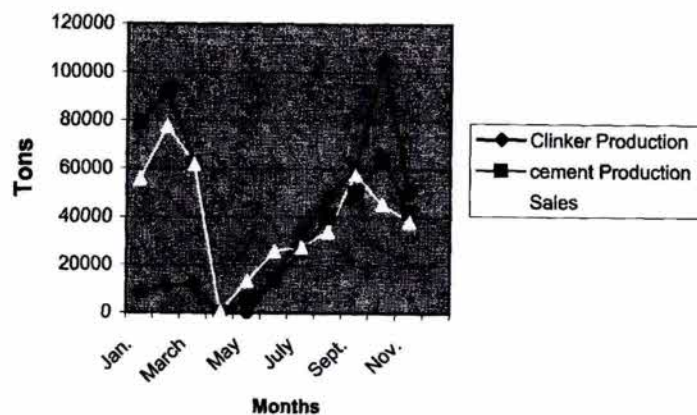




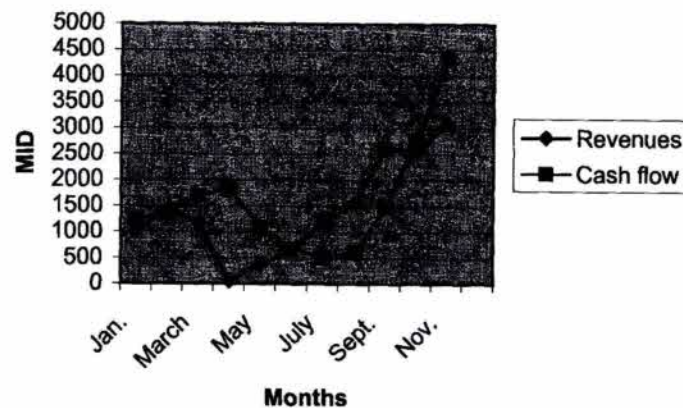


July	1618.39	845.9	1308
Aug.	92.593	2005.6	1310
Sept.	27.649	1831.4	1310
Oct.	0	1813.7	1310
Nov.	4.831	1736.8	1314
Dec.			

### Northern Cement Company



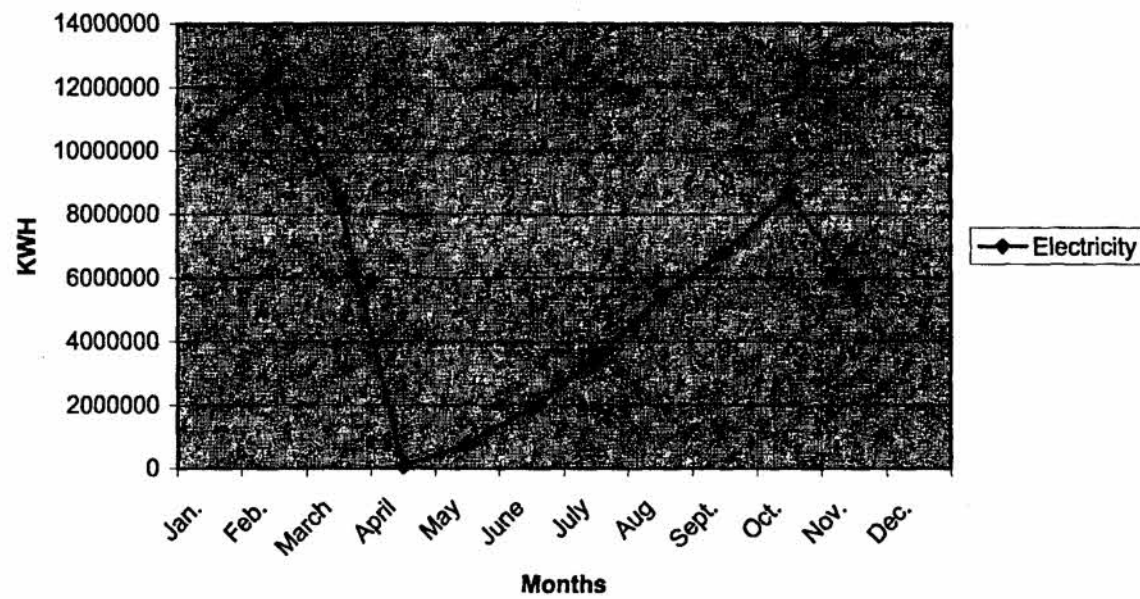
### Northern Cement Company.

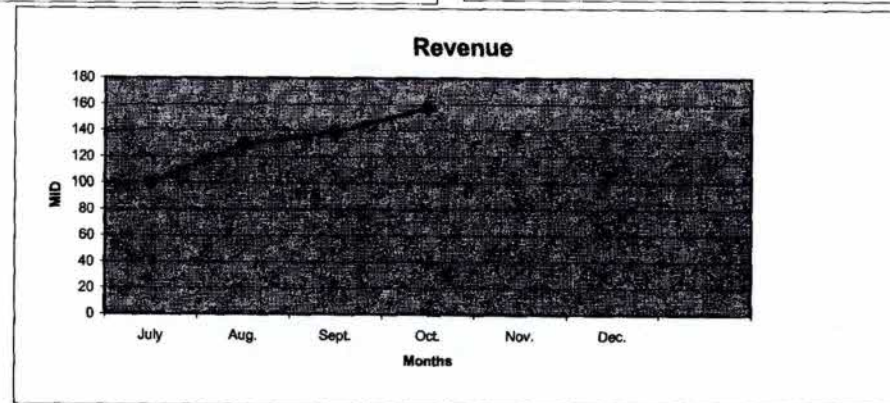
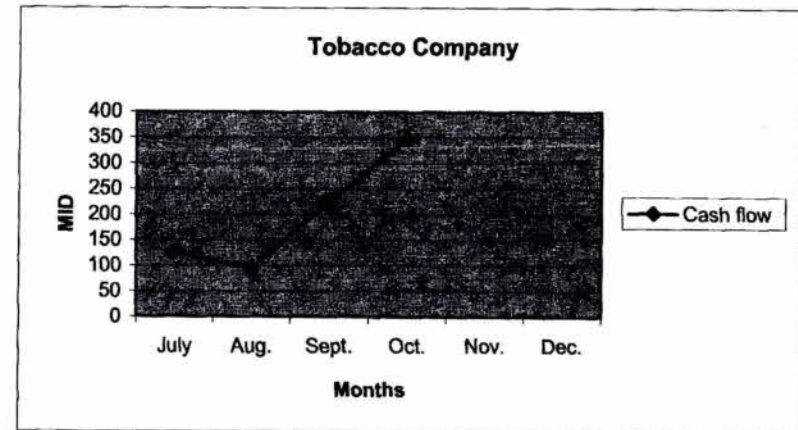
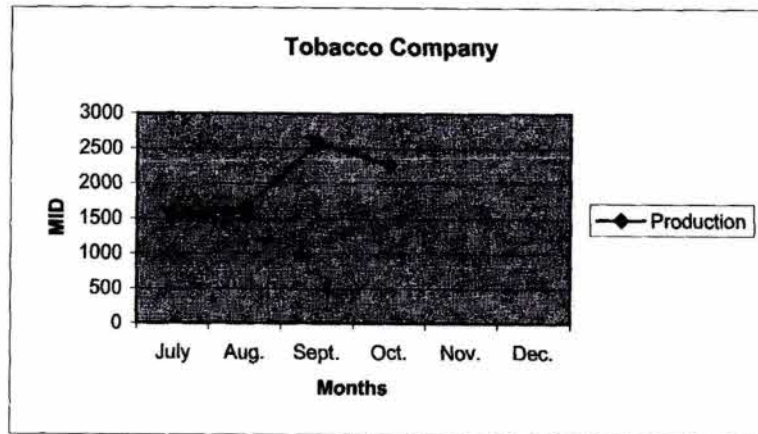


Months	Clinker Production TONS	Cement Production TONS	Sales	Revenues MID	Cash flow MID	Income	Expenses
Jan.	8645	79149	55695	1014.2	1240.5	2160	10685115
Feb.	11159	92290	77652	1413.3	1362.6	2130	12459150
March	12000	62196	62012	1177.2	1704	2132	8396460
April	0	415	345	59.2	1829.9	2134	56025
May	0	5799	13376	372.8	1084.3	2134	782865
June	14325	13944	25839	665.6	672.1	2134	1882440
July	33685	25822	27439	1204.7	537.9	2134	3485970
Aug.	48547	40194	34111	1541.5	610.9		5426190
Sept.	60000	50000	57843	2598.1	1475		6804270
Oct.	104768	63867	45461	2552.4	2772.2		8622045
Nov.	49688	42078	38294	3075.5	4312.5		5680530
Dec.							

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Firas Samir.

**Northern Cement Co.**

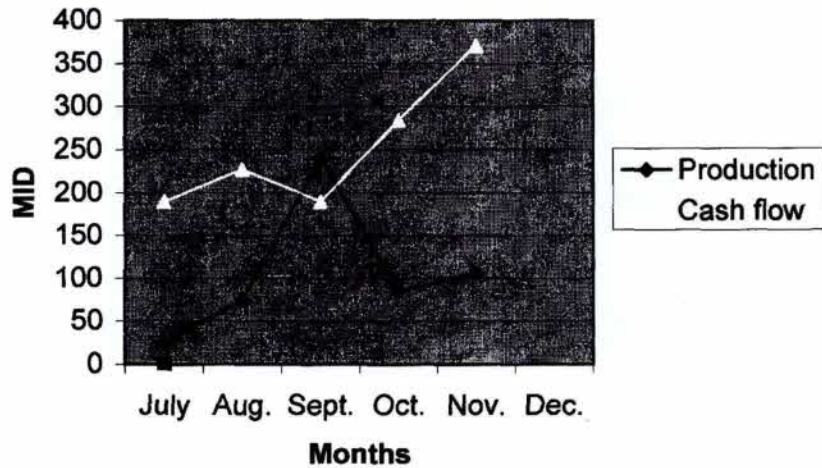




Month	Production	Cash flow	Revenue	Production	Cash flow
July	1548	99.905	127.025	2338	1.2
Aug.	1634	129.36	94.86	2328	1.2
Sept.	2580	138.5	225.037	2332	1.2
Oct.	2271	157.325	346.238	2353	2.5
Nov.					2.5
Dec.					



### Ready Made Clothes Co.

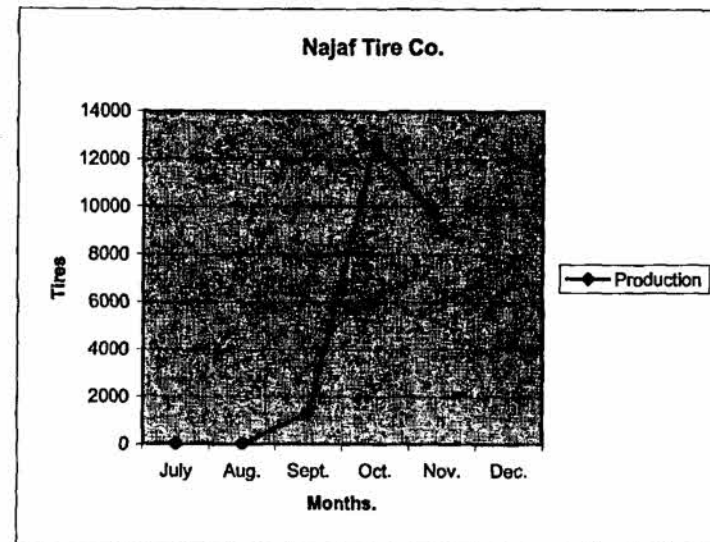
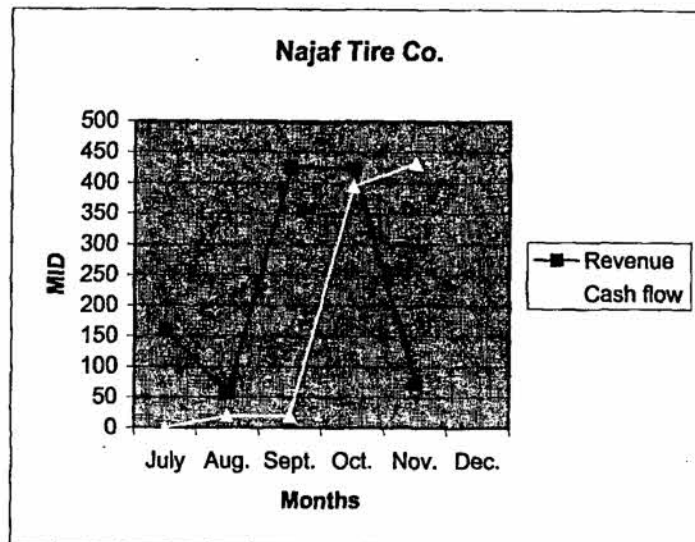


July	24.4	189.9	3072	174
Aug.	74.5	227.4	3071	161
Sept.	240.1	189.9	3069	159
Oct.	85.09	284.07	3064	158
Nov.	105.07	370.9	3064	106
Dec.				

Planned Production for July to December = 12.073 Billion ID  
 Actual Revenues for 2003 = 313.16 MID  
 Fulfilment is 2.6%

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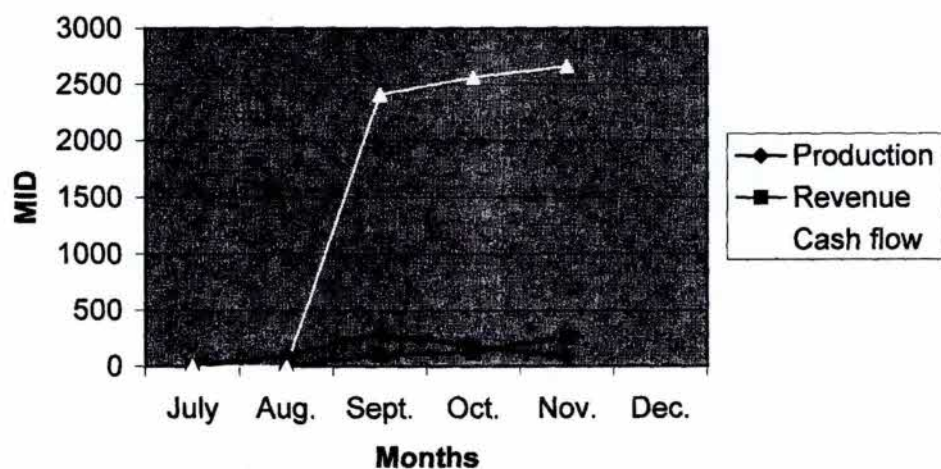


Month	Revenue	Cash flow	Production	Revenue	Cash flow	Production
July	0	159	0	2143	0	
Aug.	0	56.4	19.54	2143	0	
Sept.	1345	426.3	19.54	2143	3	
Oct.	12680	423.2	394.88	2141	3	
Nov.	9054	72.79	431.68	2145	3	
Dec.						

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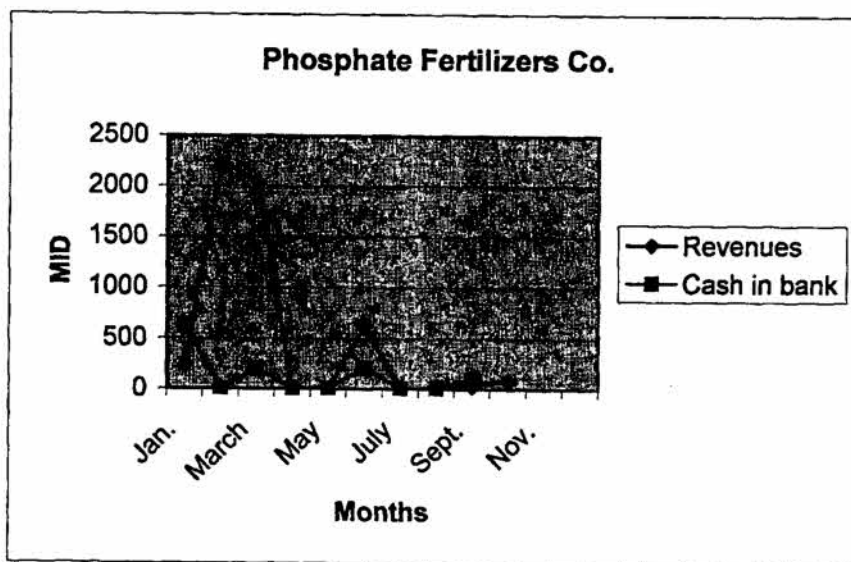
## Nasser Company



Month	Production	Revenue	Cash flow
July	0	0	0
Aug.	97.5	2505	2
Sept.	2504	2511	6
Oct.	2562.14	2510	6
Nov.	2660.14	2511	6
Dec.			

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Jan.	231.3	630.5	3198
Feb.	2228.3	0	3199
March	2046.7	195.9	3199
April	0	0	3199
May	0	0	3199
June	627.7	204.7	3149
July	0	0	3149
Aug.	0	0	3160
Sept.	29.5	99.2	3111
Oct.	87.8		3033
Nov.			2958
Dec.			2938

The decrease in the No. of employees due to there being transported to other companies(241)  
 New appointment (43)  
 Returned to work(16)

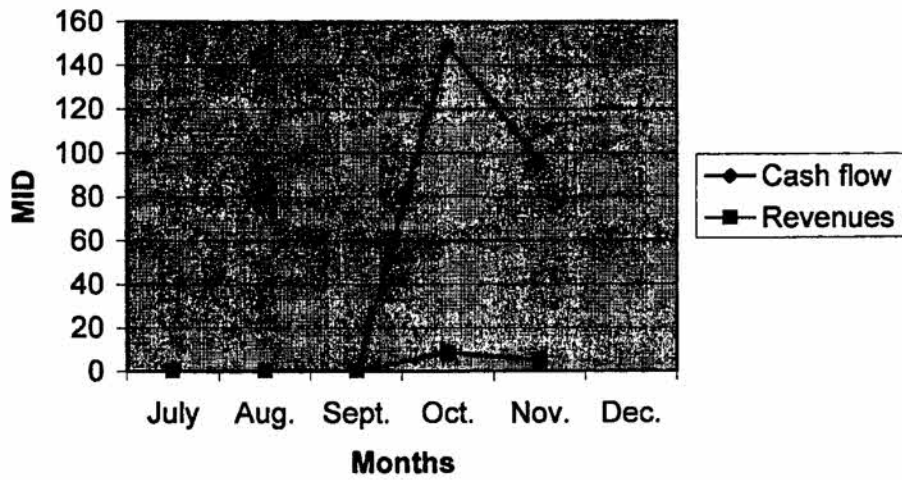
Electric power: Monthly rate presented for 2002 only.  
 Currently receiving (15 MW ) unstable & not available.

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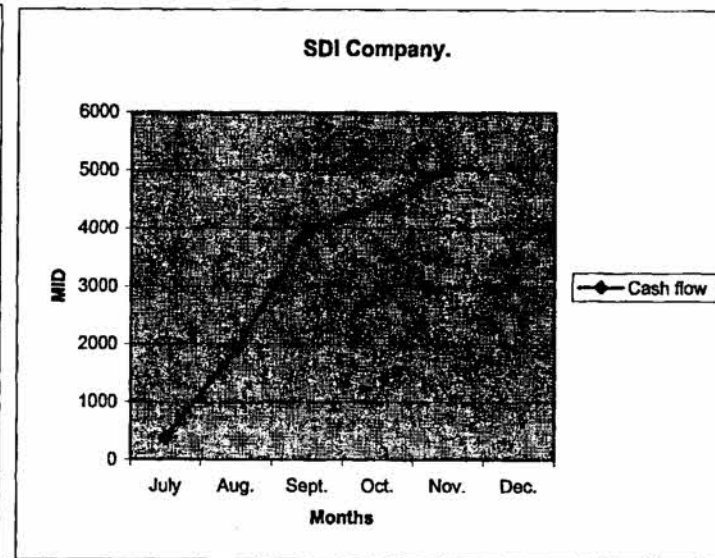
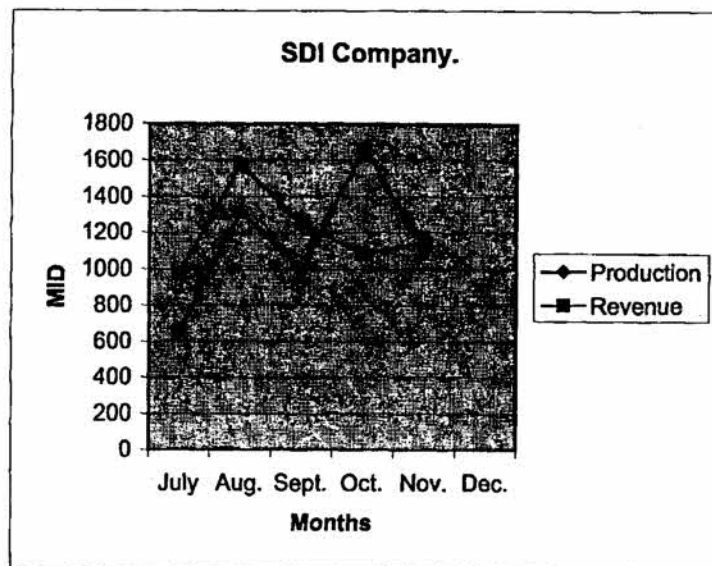
## Refractories Co.



July	0	0	0	0	703
Aug.	0	0	0	1	703
Sept.	0	0	0	1	703
Oct.	148.9425	8.48	182	1	703
Nov.	95.3905	4.875	63		
Dec.					

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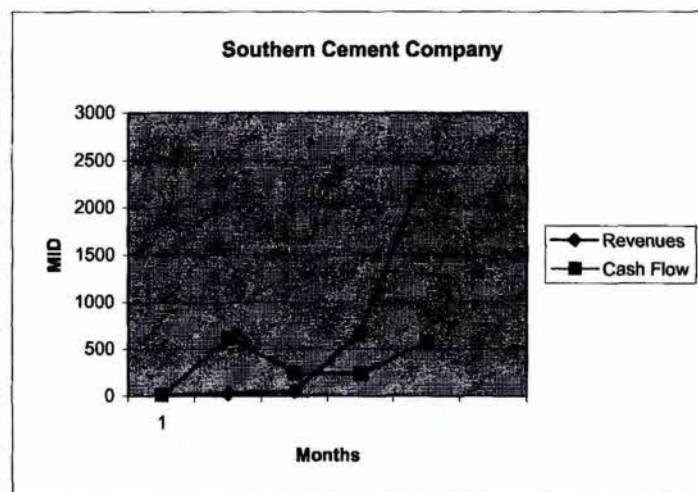
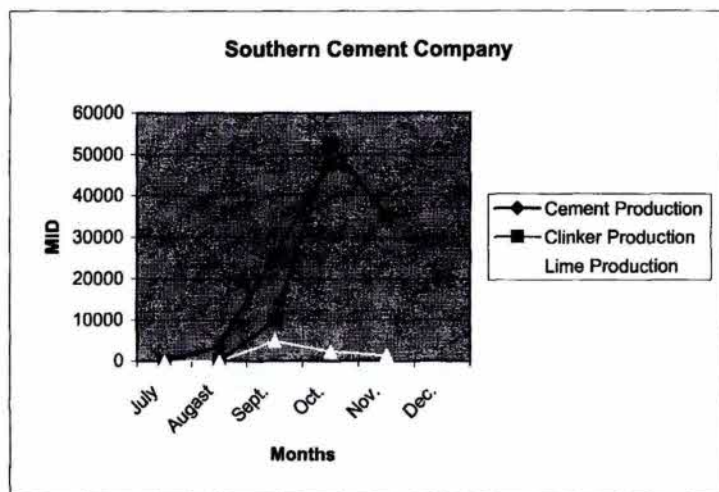
Firas Samir.



Month	Production (MID)	Revenue (MID)	Cash flow (MID)	Profit (MID)	Loss (MID)
July	656.69	974	374.9	2553	1274500
Aug.	1315.9	1578.3	1914.9		1276000
Sept.	996.6	1248.1	3999.1		1302440
Oct.	1669.5	1080.9	4391.3		1105160
Nov.	1100	1149.5	5041.3	2554	837720
Dec.					

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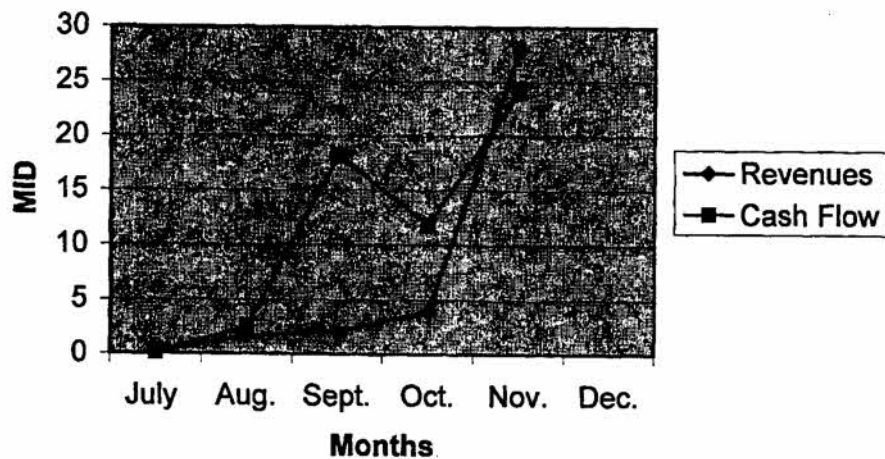


Month	Cement Production Tons	Clinker Production Tons	Lime Production Tons	Salaries \$	Revenues MID	Cash Flow MID	Profit MID
July	0	0	0	5294	0	0	0
August	3321	0	0	5294	25.37	613.9	0.2
Sept.	25667	9934	4859	5294	49.57	246.4	3.5
Oct.	47878	52464	2255	5294	663.85	234	8.7
Nov.		35089	1350	5294	2458.8	574.9	6.1
Dec.							

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Firas Samir.

## Specialized Institute For Engineering Industries



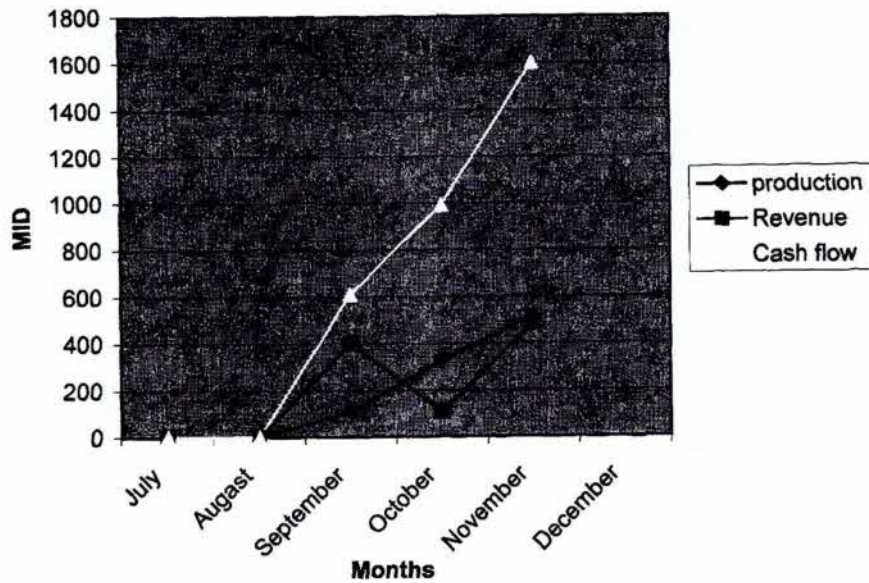
July	0.25	0	274
Aug.	1.665	2.502	275
Sept.	2.125	18.14	286
Oct.	3.946	11.845	289
Nov.	27.79	23.995	292
Dec.			

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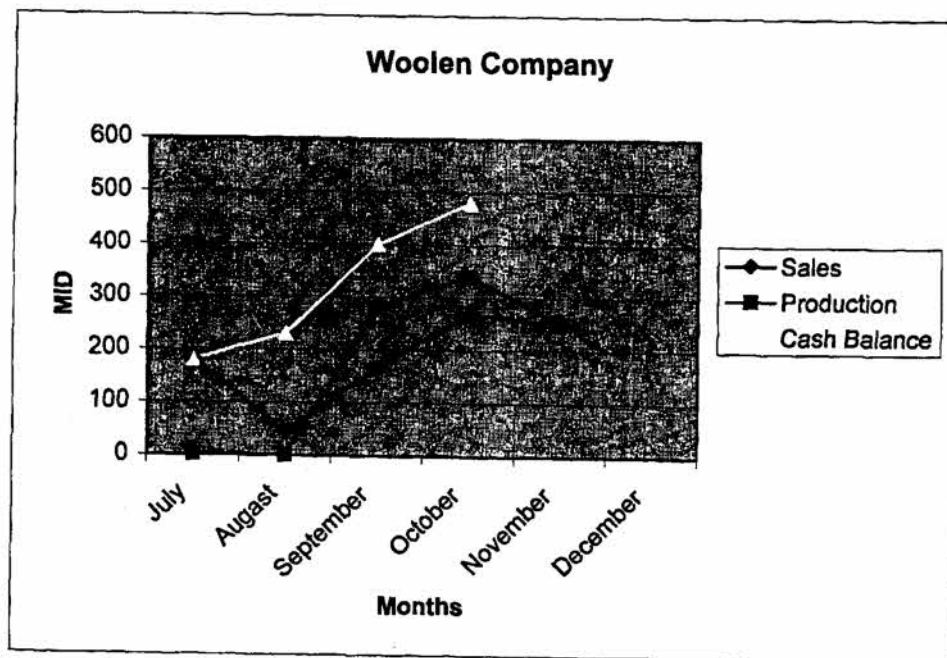
### Vehicles Company



July	0	0	0	62848	2736
August	0	0	0	62861	2714
September	106.4	400.536	610	62883	2619
October	327.5	108.725	990	62905	2609
November	514.495	485.27	1600	62913	2602
December					

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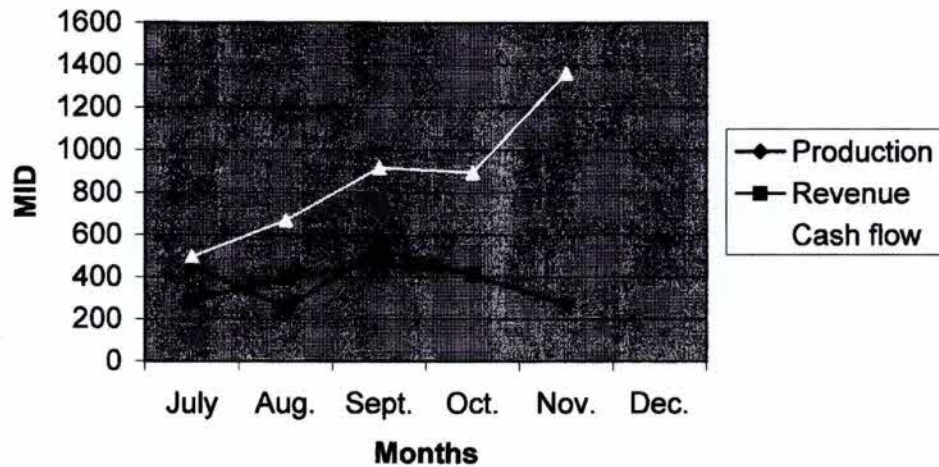


July	180	0	180	3550
August	45	0	230	3493
September	165	280	400	3550
October	270	340	480	3551
November	248	251		3553
December				

Prepared by the ministry of Industry & Minerals

Firas Samir.

### AL-Furat Co.

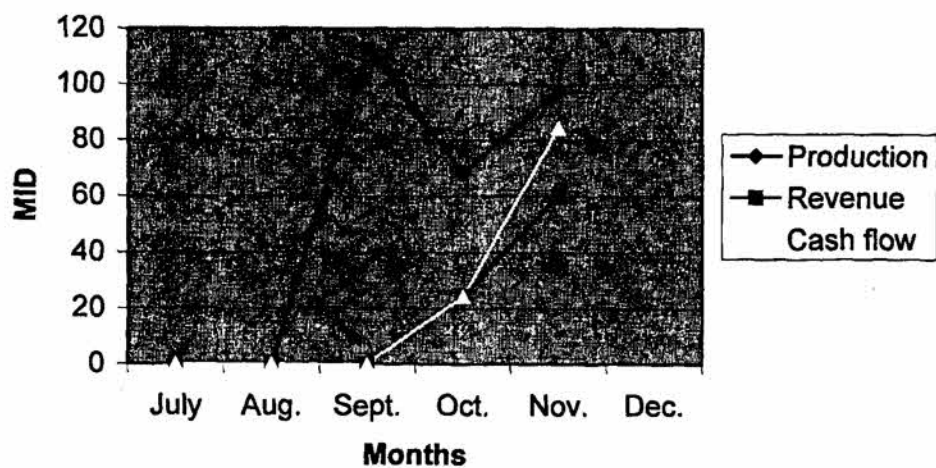


July	451.2	287.5	494	1701	1337500
Aug.	251.5	395.1	667	1679	971200
Sept.	532.2	458.8	918	1679	1415000
Oct.	405.8	413.85	895	1674	1280000
Nov.	270.6		1359	1675	290778
Dec.					

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### Al-Zawraa Company.

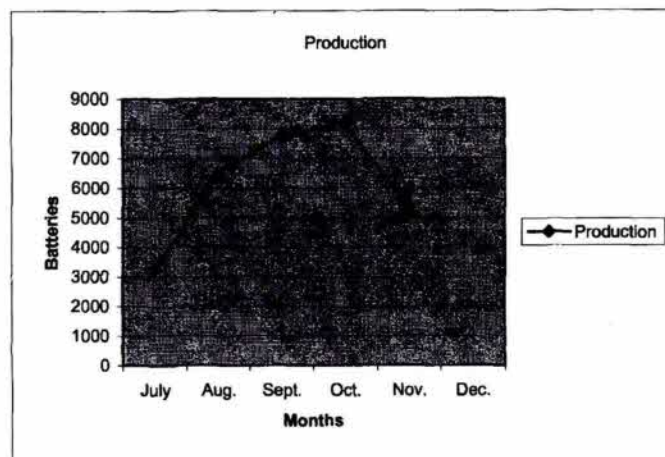
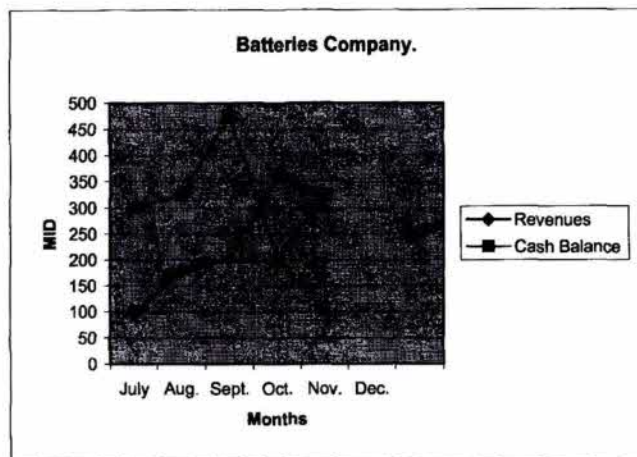


July	0	0	0	865	
Aug.	0	0	0		
Sept.	112.5	0	0		
Oct.	68.064	24.5	24.5		1.85
Nov.	98.16	60	84.5		1.85
Dec.					1.85

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Firas Samir.





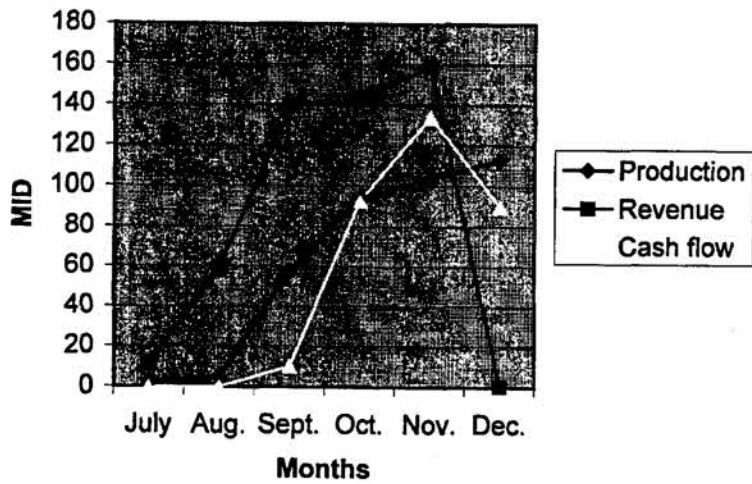
Month	Revenues	Cash Balance	Production
July	3238	96	1900
Aug.	6531	179.1	1900
Sept.	7775	201.7	1906
Oct.	8195	360.3	1924
Nov.	5186	325.4	1930
Dec.			

Babil 1	1
Babil 2	0.8
Lead Recovery	0.6
Noor	0.6

Prepared by the ministry of Industry & Minerals

Firas Samir.

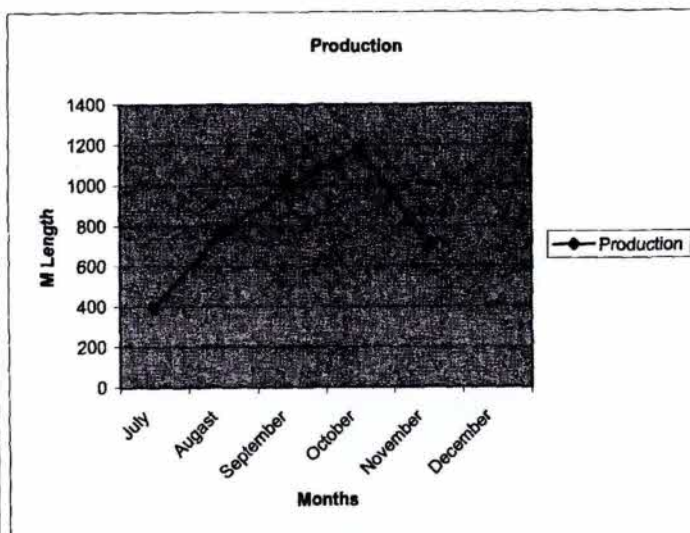
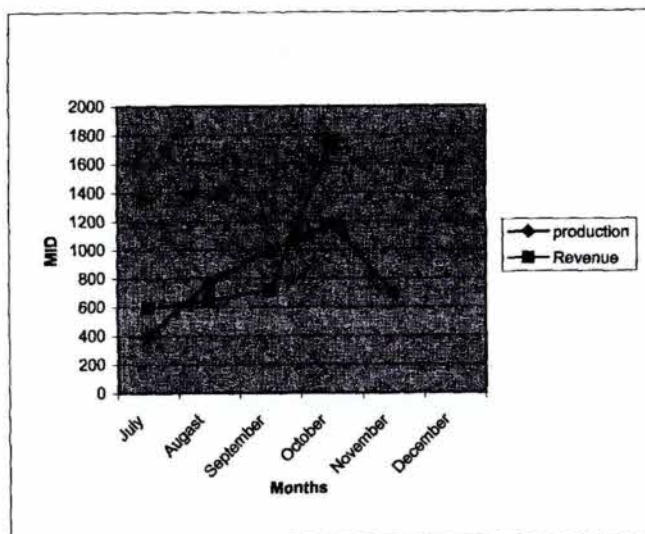
### Construction Materials Co.



Month	Production	Revenue	Cash flow	Balance
July	0	0	0	3092
Aug.	0	0	0	3092
Sept.	10	11.178	59.51	3048
Oct.	92.85	142.567	139.227	3060
Nov.	133.66	158.753	142.567	3111
Dec.	89.904	0	0	3091

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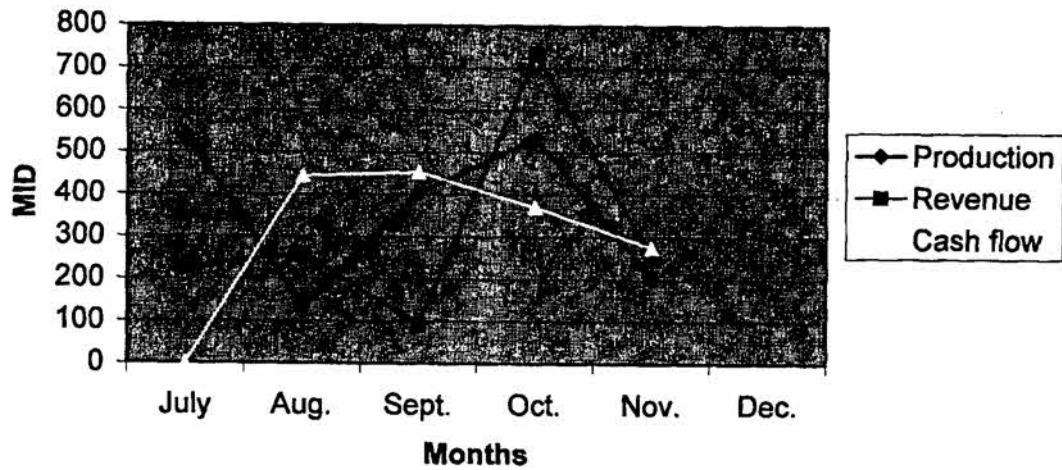


July	396	591.74	1812.2	62848	2736
August	770	643.2	1923.3	62861	2714
September	994	720.2	3579	62883	2619
October	1185	1741.1	4172.59	62905	2609
November	692			62913	2602
December					

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### Diala Electrical Company.



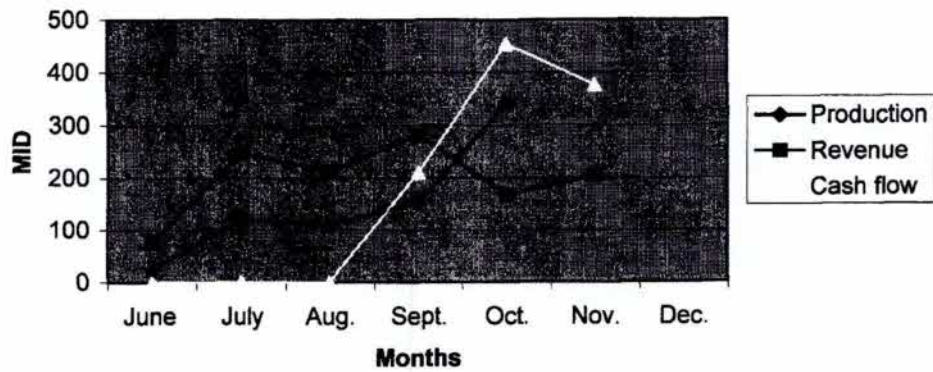
Month	Production	Revenue	Cash flow	...	...	...
July	0	541.1	2218	2.5		
Aug.	442.6	132.8	2218	2.65		
Sept.	442.6	402.8	2218	3.5		
Oct.	369.9	533.1	2218	5.55		
Nov.	275.3	204	2244	4.5		
Dec.						

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### Electrical Engineering Co.

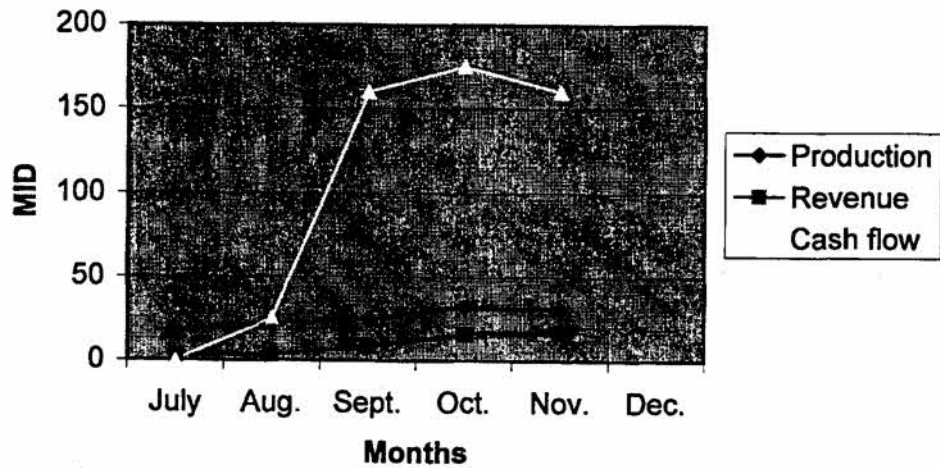


Month	Production	Revenue	Cash flow	
June	24.54	76.4	0	3152
July	120.27	246.6	0	3428
Aug.	109.9	212	0	3466
Sept.	152.5	282.7	210.1	3485
Oct.	342.2	166.5	453.1	3483
Nov.		203.3	376.1	3495
Dec.				

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Firas Samir.

## Furniture Plant

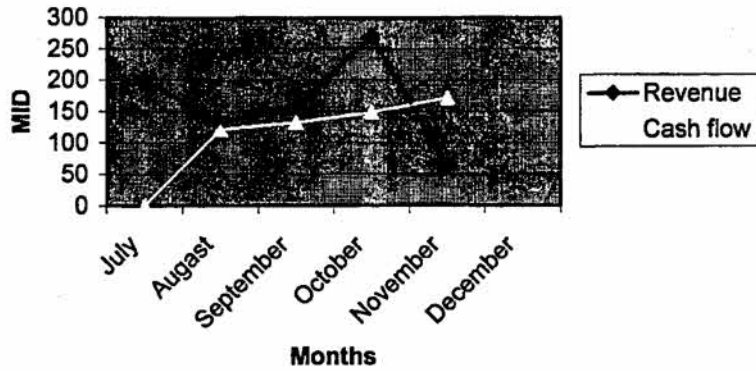


July	18	3	0	293	2
Aug.	22	3.25	25	293	2
Sept.	24.8	8.4	160	293	2
Oct.	32	16	175	307	2
Nov.	31	16.8	160	307	2
Dec.				307	2

Prepared by the ministry of Industry & Minerals

Firas Samir.

### Geological Survey & Mining Co.

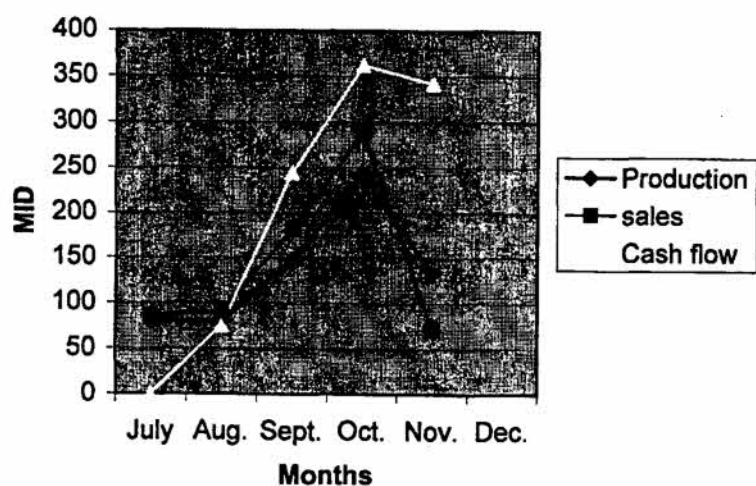


Month	Revenue	Cash flow	Revenue	Cash flow	Revenue
July	200.2	0	0	1	1126
August	132.64	0.8	121.5	1	1121
September	157.73	4.45	131.5	1	1127
October	270.099	7.8	148.3	2	1130
November	62.698	32.885	171.3	2	
December					

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### Hand made Carpet Co.



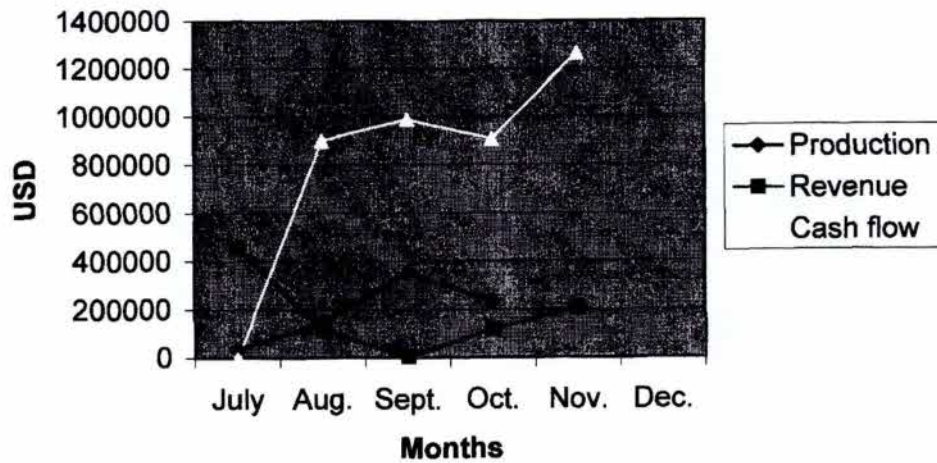
July	80.58	84.72	0	889
Aug.	80.58	91.5	75.4	887
Sept.	147.75	181	244.2	888
Oct.	243.1	289.2	361.9	889
Nov.	132.9	70.87	342.08	873
Dec.				

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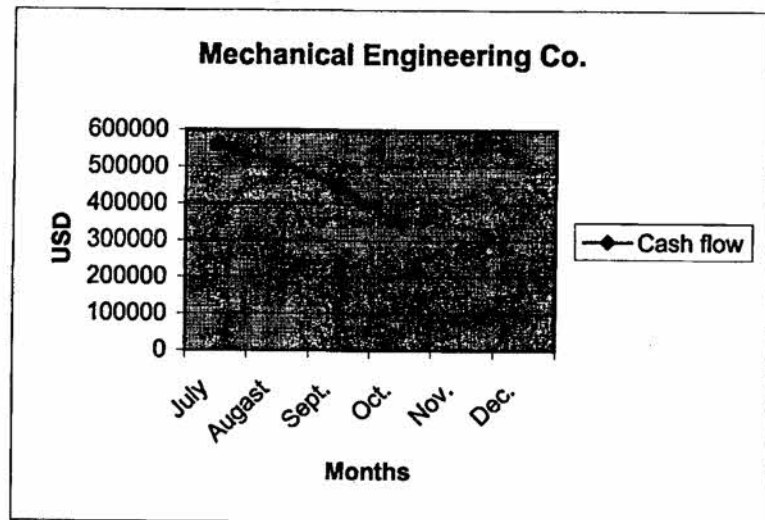
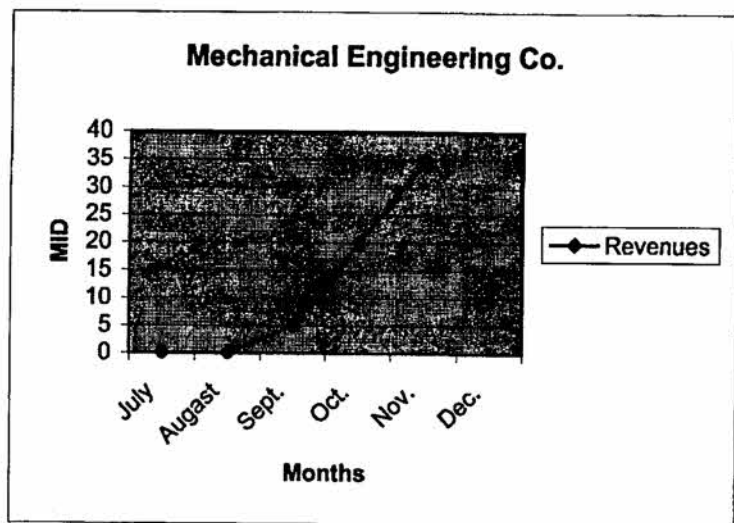
## Leather Company



	Production	Revenue	Cash flow	
July	33832	455557	0	2706
Aug.	144809	112829	899800	2706
Sept.	349102	635	989400	2706
Oct.	233805	118565	904976	2706
Nov.		204829	1266000	2706
Dec.				

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Firas Samir.

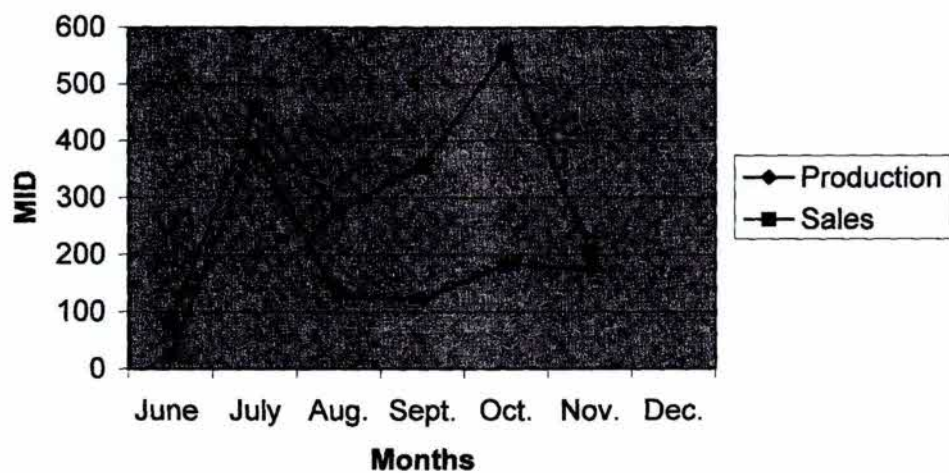


Month	Revenues (MID)	Cash flow (USD)
July	0	560000
August	0	510000
Sept.	5	446496
Oct.	19.834	344513
Nov.	34.808	
Dec.		

Prepared by the ministry of Industry & Minerals

Firas Samir.

### Nainawa Pharma. Comp.



June	24	77.7
July	392.7	456.6
Aug.	128.3	276.6
Sept.	121.2	354.8
Oct.	183.7	557.3
Nov.	175.2	204.3
Dec.		

Prepared by the ministry of Industry & Minerals

Firas Samir.

(b)(6)

**From:** (b)(6) (OTHER)

**Sent:** Monday, January 26, 2004 1:41 PM

**To:** (b)(6)

**Subject:** FW: Modifications to the Company Law regarding Mixed Company

(b)(6) Would you look this over and give me your thoughts

(b)(6) Director  
Private Sector Development  
Coalition Provisional Authority (CPA)  
Republican Palace - Room S107  
Baghdad, IRAQ

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** Monday, January 26, 2004 10:53 AM

**To:** (b)(6)

**Subject:** Modifications to the Company Law regarding Mixed Company

(b)(6) Attached please find a memo to the Administrator which proposes certain modifications to the Company Law which would make the government more of a normal shareholder in mixed companies (not SOEs). This includes eliminating any special voting requirements/rights and certain anti-dilution rights that benefit the government. We have also eliminated the requirement to have certain trade union representatives on the board. As the revision of the Company Law is underway, we would like to get this up to the Administrator as soon as possible so we can broach this with the Governing Council in our discussions over the Company Law.

(b)(6) could you raise this with Minister Allawi? Olin is going to raise it with Minister Gailani.)

thanks.

(b)(6)

1/26/2004



## **Business Confidential**

### **Criteria for Second Stage: MIM Lease Program**

The Ministry of Industry and Minerals appreciates your initial bid and would appreciate your collaboration in obtaining the following information in order to more fully assess your interest and your ability in successfully leasing the State Owned Enterprise plant.

1. Bidder Quality
  - a. number of years in business (commercial or industrial)?
  - b. main products produced or services offered (buyer, supplier)?
  - c. number of years of direct experience in specific industry of the plant for lease?
  - d. license(s) or certification (s), i.e. ISO, other (write "n.a." if not applicable)?
  - e. two letters of reference.
  - f. two years of audited financial statements (2001 – 2002).
2. Who are your business partners?
3. Investment planned (million US\$). Please elaborate in business plan (4b. Investment section below).
4. Business Plan (suggest 1 page maximum for each of the following items):
  - a. Management – how would manage the plant?
  - b. Investment – what types of investments and in what timeframe?
  - c. Personnel – what special incentives, training, and profit sharing would you offer?
  - d. Production – what and how much production will you envision, and what types of product diversification and quality improvements do you foresee?
  - e. Financial – how will you finance the lease and the projected production and rehabilitation?
  - f. Unique qualifications, awards, achievements – list only most recent (awarded in the past two years)
5. Lease Term (number of years, minimum 5 years)?
6. Employees. Bidder agrees to keep all employees?

In order to maintain anonymity of your proposal during the review process, please leave out all references to your company or your partners in the materials you submit to the Ministry on or before the deadline date.

**Ministry of Industry and Minerals  
(US \$)**

State Owned Enterprises	2004 Salary	Cash Inflows			Salaries	Army Rent Subsidy	Total Operating Expenses	Capex	Total Cash Flow (Net)	2004 Salary	2004 Salary	Salary Delta	
		Revenue from 2004 Production	Revenue from Existing Inventory	Total Cash Inflows									
MIM Headquarters	1,480,000				931,500								
Geological Survey	0	0	0	0	1,350,000	1,500,000	5,250,000	4,000,000	(9,250,000)	1,350,000	9,250,000	(7,900,000)	Survey component less mining component
Mishraq Sulfur	\$500,000	0	70,000,000	70,000,000	2,318,400		3,518,400	22,000,000	44,481,600	1,159,200	1,159,200	1,159,200	
Training & Rehabilitation (net transfer)	\$450,000	0	0	0	72,000		172,000	0	(172,000)	72,000	472,000	(400,000)	After transfer staff of 40 remains with MIM
General Systems Company	\$445,000	7,000,000	0	7,000,000	788,400		4,543,400	500,000	1,956,600	0	0	788,400	
Hand Woven Carpets	\$100,000	1,000,000	800,000	1,800,000	1,629,000		2,383,000	0	(583,000)	814,500	814,500	814,500	
Al Furat Chemical Industries	\$1,500,000	3,000,000	0	3,000,000	3,114,000		4,854,000	3,000,000	(4,854,000)	1,557,000	1,557,000	1,557,000	
Petrochemical Industries	\$3,000,000	10,000,000	0	10,000,000	6,969,600		10,344,600	2,200,000	(2,544,600)	3,484,800	3,484,800	3,484,800	
Phosphate	\$5,000,000	6,000,000	1,500,000	7,500,000	5,781,600		11,206,600	2,400,000	(8,106,600)	2,890,800	2,890,800	2,890,800	
Northern Fertilizer	\$1,000,000	7,500,000	0	7,500,000	2,847,600		6,697,600	2,000,000	(1,197,600)	1,423,800	1,423,800	1,423,800	
Southern Fertilizer	\$1,500,000	9,000,000	0	9,000,000	4,849,200		9,599,200	3,000,000	(3,599,200)	2,424,600	2,424,600	2,424,600	
Northern Cement	\$2,000,000	48,600,000	0	48,600,000	4,140,000		29,174,000	12,000,000	7,428,000	1,035,000	1,035,000	3,105,000	
Iraqi Cement	\$3,000,000	37,800,000	0	37,800,000	5,940,000		25,872,000	6,000,000	5,928,000	1,485,000	1,485,000	4,455,000	
Southern Cement	\$2,600,000	70,200,000	0	70,200,000	9,360,000		44,448,000	15,000,000	10,752,000	2,340,000	2,340,000	7,020,000	
Al Faris	\$1,725,000	1,750,000	0	1,750,000	2,199,600	850,000	5,949,600	750,000	(4,949,600)	1,099,800	1,099,800	1,099,800	
Al Qadesia (Dyala) Electrical Industries	\$2,600,000	6,000,000	0	6,000,000	4,069,600		11,569,600	0	(5,569,600)	3,052,350	3,052,350	1,017,450	
Industrial Design & Consultation	\$250,000	1,500,000	0	1,500,000	1,458,000		2,013,000	0	(513,000)	729,000	729,000	729,000	
Ur Engineering Industry	\$2,700,000	10,000,000	0	10,000,000	6,033,600		16,833,600	1,500,000	(8,333,600)	6,033,600	6,033,600	0	
Geological Survey & Mining	\$1,500,000	5,000,000	0	5,000,000	817,200		2,417,200	2,500,000	82,800	408,600	408,600	408,600	Mining activity minus survey activity

Sector / Sub-Sector	Cash Inflows				Cash Outflows				Net Cash Flow			
	2004	2005	2006	2007	2004	2005	2006	2007	2004	2005	2006	2007
Nasr SC for Mechanical Industries	\$3,000,000	7,000,000	0	7,000,000	4,451,400		9,201,400	1,000,000	(3,201,400)	4,451,400	4,451,400	0
Drugs & Medical Supplies - Sammara	\$1,500,000	3,000,000	0	3,000,000	4,680,000		4,980,000	1,000,000	(2,980,000)	3,510,000	3,510,000	1,170,000
Drugs & Medical Supplies - Ninawa	\$1,200,000	1,000,000	0	1,000,000	1,710,000		2,010,000	1,000,000	(2,010,000)	855,000	855,000	855,000
Glass & Ceramics	\$1,150,000	4,000,000	0	4,000,000	4,258,800		7,058,800	1,000,000	(4,058,800)	2,129,400	2,129,400	2,129,400
Information Systems	\$250,000	900,000	0	900,000	297,000		1,087,000	200,000	(387,000)	297,000	297,000	0
Industrial Design & Construction**	\$1,000,000	5,000,000	0	5,000,000	828,000		1,188,000	250,000	3,562,000	828,000	828,000	0
Specialized Institute for Engineering Industries**	\$250,000	2,000,000	0	2,000,000	1,458,000		2,118,000	400,000	(518,000)	1,458,000	1,458,000	0
Woolen Industries SC	\$2,000,000	3,000,000	0	3,000,000	5,781,800		6,111,800	0	(3,111,800)	5,781,800	5,781,800	0
Textile Industries - Hilla	\$1,000,000	3,000,000	0	3,000,000	4,881,800		7,206,800	0	(4,206,800)	4,881,800	4,881,800	0
Vegetable Oils Industry	\$2,000,000	5,000,000	0	5,000,000	6,798,600		12,398,600	0	(7,398,600)	5,098,950	5,098,950	1,699,650
Leather Industries	\$1,000,000	3,500,000	0	3,500,000	5,079,600		8,679,600	0	(5,179,600)	5,079,600	5,079,600	0
Battery Industries SC	\$1,000,000	1,500,000	0	1,500,000	3,472,200		7,222,200	0	(5,722,200)	3,472,200	3,472,200	0
Mechanical Industries	\$1,200,000	8,000,000	0	8,000,000	6,969,600		22,919,600	0	(14,919,600)	6,969,600	6,969,600	0
Cotton Industries SC	\$1,000,000	8,500,000	0	8,500,000	12,096,000		12,848,000	0	(4,348,000)	12,096,000	12,096,000	0
Ready Made Wear Industries	\$1,000,000	2,500,000	0	2,500,000	5,812,200		8,637,200	0	(6,137,200)	5,812,200	5,812,200	0
Tobacco & Cigarettes	\$2,500,000	11,250,000	0	11,250,000	4,042,800	1,750,000	17,774,618	1,000,000	(7,524,618)	2,021,400	3,771,400	271,400
Iron & Steel	\$500,000	0	50,000,000	50,000,000	7,574,400		8,074,400	20,000,000	21,925,600	7,574,400	7,574,400	0
Electrical Industries SC	\$2,500,000	7,000,000	0	7,000,000	5,884,400		9,604,400	0	(2,604,400)	4,263,300	4,263,300	1,421,100
Tires Industries - Najaf	\$500,000	6,000,000	0	6,000,000	4,320,000		8,120,000	1,500,000	(3,620,000)	2,160,000	2,160,000	2,160,000
Wasit Textile	\$250,000	6,000,000	0	6,000,000	5,970,600		9,365,600	0	(3,365,600)	5,970,600	5,970,600	0
Construction Industries	\$500,000	3,000,000	0	3,000,000	5,783,400		8,283,400	1,000,000	(6,283,400)	5,783,400	5,783,400	0

State Owned Enterprises	2003 Budget	Cash Inflows											
		Revenue from 2004 Production	Revenue from Presidential Initiative	Net Cash Inflows	Salaries	Amortization	Other	Other	Cash Inflow	2004 Salary Spending	2004 Salary Spending	2004 Salary Spending	
Al Sawari Chemical Industries	\$150,000	2,500,000		2,500,000	1,729,800		3,479,800	0	(979,800)	1,729,800	1,729,800	0	
Paper Industry	\$250,000			0	5,875,400		5,875,400		(5,875,400)	5,875,400	5,875,400	0	
Rubber Industries	\$500,000			0	2,161,800		2,161,800		(2,161,800)	2,161,800	2,161,800	0	
Industrial Promotion	\$100,000	0	0	0	338,400		5,000,000	500,000	(5,500,000)	338,400	5,338,400	(5,000,000)	
Sugar Industry	\$500,000	3,000,000	0	3,000,000	864,000		15,864,000		(12,864,000)	864,000	864,000	0	
Furniture Factory	\$125,000			0	401,400		401,400		(401,400)	401,400	401,400	0	
Dairy Products SC	\$500,000			0	2,187,000		2,187,000		(2,187,000)	2,187,000	2,187,000	0	
Nissan (17)	\$100,000	0	0	0	1,449,000		1,449,000		(1,449,000)	1,449,000	1,449,000	0	
Research & Development	\$100,000			0	1,828,800		1,828,800		(1,828,800)	1,828,800	1,828,800	0	
Car Manufacturing (Vehicle Industries)	\$225,000	0	0	0	3,900,600	750,000	4,750,600		(4,750,600)	3,900,600	3,900,600	0	
Refractories Company	\$200,000	2,500,000	0	2,500,000	1,729,800		3,479,800	0	(979,800)	1,729,800	1,729,800	0	
Nasser Al Adeem	0				1,990,800					1,990,800	1,990,800	0	
Ibn Sena	0				1,350,000					1,350,000	1,350,000	0	
Al Zawra	0				1,555,200					1,555,200	1,555,200	0	
Al Samood	0				2,676,600					2,676,600	2,676,600	0	
Al Kharzen Center	0				651,600					325,800	325,800	325,800	
Total	59,400,000	321,000,000	122,300,000	443,300,000	197,090,100	4,850,000	409,169,418	105,700,000	(76,931,018)	151,998,300	167,048,300	30,041,800	

Agency  
reclassification



Ministry of Industry and Minerals  
(US \$)

		Cash Inflows				Operating Expenses													
MM Headquarters	1,480,000					831,500													
Geological Survey				0	2,000,000	1,360,000	200,000		100,000	100,000				3,750,000	4,000,000	(7,750,000)	7,750,000		
Mihraq Sulfur	\$500,000	0	70,000,000	70,000,000	0	2,318,400	0	0	1,000,000	0	100,000		100,000	3,518,400	22,000,000	44,481,800	695,520		
Training & Rehabilitation	\$450,000	600,000	0	0	0	72,000	50,000	0	0	0	0		50,000	172,000	0	(172,000)	175,000		
General Systems Company	\$445,000	7,000,000	0	7,000,000	3,500,000	788,400	50,000	5,000	0	50,000	50,000		100,000	4,543,400	500,000	1,956,800	0		
Hand Woven Carpets	\$100,000	1,000,000	800,000	1,800,000	500,000	1,629,000	50,000	4,000	50,000	0	100,000		60,000	2,383,000	0	(583,000)	585,000		
Al Furai Chemical Industries	\$1,600,000	3,000,000	0	3,000,000	1,500,000	3,114,000	50,000	40,000	50,000	0	50,000		50,000	4,854,000	3,000,000	(4,854,000)	4,855,000		
Petrochemical Industries	\$3,000,000	10,000,000	0	10,000,000	2,000,000	6,969,600	1,000,000	75,000	150,000	0	50,000		100,000	10,344,600	2,200,000	(2,544,600)	2,544,000		
Phosphate	\$5,000,000	6,000,000	1,500,000	7,500,000	4,000,000	5,781,800	1,000,000	200,000	75,000	0	50,000		100,000	11,208,600	2,400,000	(6,106,600)	6,100,000		
Northern Fertilizer	\$1,000,000	7,500,000	0	7,500,000	3,000,000	2,847,800	500,000	160,000	50,000	0	50,000		100,000	8,697,800	2,000,000	(1,197,800)	1,200,000		
Southern Fertilizer	\$1,600,000	9,000,000	0	9,000,000	3,800,000	4,848,200	750,000	200,000	50,000	0	50,000		100,000	9,598,200	3,000,000	(3,598,200)	3,600,000		
Northern Cement	\$2,000,000	48,600,000	0	48,600,000	21,384,000	4,140,000	2,000,000	1,000,000	600,000	0	50,000		100,000	29,174,000	12,000,000	7,426,000	0		
Iraqi Cement	\$3,000,000	37,800,000	0	37,800,000	16,632,000	5,940,000	2,000,000	650,000	500,000	0	50,000		100,000	25,872,000	8,000,000	5,826,000	0		
Southern Cement	\$2,800,000	70,200,000	0	70,200,000	30,888,000	9,380,000	2,000,000	1,500,000	500,000	0	50,000		150,000	44,448,000	15,000,000	10,752,000	0		
Al Faria	\$1,725,000	1,750,000	0	1,750,000	1,500,000	2,189,800	250,000	75,000	75,000	0	50,000	850,000	950,000	5,949,600	750,000	(4,949,600)	4,850,000		
Al Qadeisi Electrical Industries	\$2,800,000	8,000,000	0	8,000,000	7,200,000	4,069,800	100,000	50,000	0	0	50,000		100,000	11,569,800	0	(5,569,800)	5,575,000		
Industrial Design & Consultation	\$250,000	1,500,000	0	1,500,000	0	1,458,000	200,000	5,000	0	50,000	50,000		250,000	2,013,000	0	(513,000)	1,458,000		
Ur Engineering Industry	\$2,700,000	10,000,000	0	10,000,000	10,000,000	6,033,800	500,000	100,000	0	0	50,000		150,000	16,833,800	1,500,000	(8,333,800)	8,350,000		
Geological Survey & Mining	\$1,500,000	5,000,000	0	5,000,000	0	817,200	800,000	150,000	800,000	0	50,000		100,000	2,417,200	2,500,000	82,800			
Naser SC for Mechanical Industries	\$3,000,000	7,000,000	0	7,000,000	3,500,000	4,451,400	500,000	500,000	50,000	0	50,000		150,000	9,201,400	1,000,000	(3,201,400)	3,200,000		
Drugs & Medical Supplies Samarra	\$1,600,000	3,000,000	0	3,000,000	0	4,880,000	100,000	50,000	0	0	50,000		100,000	4,980,000	1,000,000	(2,980,000)	2,980,000		
Drugs & Medical Supplies Nineva	\$1,200,000	1,000,000	0	1,000,000	0	1,710,000	100,000	50,000	0	0	50,000		100,000	2,010,000	1,000,000	(2,010,000)	2,010,000		
Glass & Ceramics	\$1,150,000	4,000,000	0	4,000,000	2,500,000	4,258,800	100,000	50,000	0	0	50,000		100,000	7,058,800	1,000,000	(4,058,800)	4,060,000		
Information Systems	\$250,000	900,000	0	900,000	400,000	297,000	0	5,000	10,000	150,000	50,000		175,000	1,087,000	200,000	(387,000)	387,000		
Industrial Design & Construction	\$1,000,000	5,000,000	0	5,000,000	0	828,000	0	0	10,000	0	50,000		300,000	1,188,000	250,000	3,562,000	828,000		
Specialized Institute for Engineering Industries	\$250,000	2,000,000	0	2,000,000	0	1,458,000	0	0	10,000	0	50,000		600,000	2,118,000	400,000	(518,000)	520,000		
Woolen Industries SC	\$2,000,000	3,000,000	0	3,000,000	0	5,761,800	100,000	80,000	50,000	0	50,000		100,000	6,111,800	0	(3,111,800)	3,120,000		
Textile Industries - Hilla	\$1,000,000	3,000,000	0	3,000,000	2,000,000	4,881,800	100,000	50,000	25,000	0	50,000		100,000	7,206,800	0	(4,206,800)	4,210,000		
Vegetable Oils Industry	\$2,000,000	5,000,000	0	5,000,000	5,000,000	6,798,800	200,000	50,000	50,000	0	100,000		200,000	12,398,800	0	(7,398,800)	7,400,000		
Leather Industries	\$1,000,000	3,500,000	0	3,500,000	2,750,000	6,079,800	500,000	75,000	25,000	0	50,000		200,000	6,879,800	0	(5,179,600)	5,180,000		
Battery Industries SC	\$1,000,000	1,500,000	0	1,500,000	3,000,000	3,472,200	500,000	50,000	50,000	0	50,000		100,000	7,222,200	0	(5,722,200)	5,725,000		
Mechanical Industries	\$1,200,000	8,000,000	0	8,000,000	15,000,000	6,969,800	500,000	100,000	100,000	0	50,000		200,000	22,919,800	0	(14,919,800)	15,000,000		

Survey component less mining component

After transfer staff of 40 remains with MM HQ

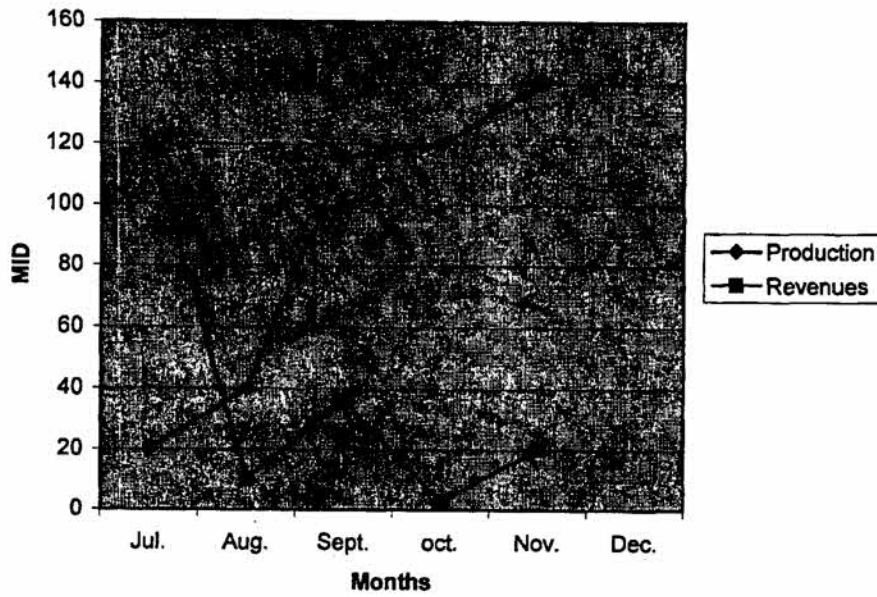
Mining activity minus survey activity

Survey component less mining component

After transfer staff  
of 40 remains with  
MM HQ

Mining activity  
minus survey  
activity

# Al-Faris State Co.



Jul.	20	120	300	0
Aug.	40	10	454	0.175
Sept.	116	36	525	0.22
oct.	120	2.5	600	1
Nov.	140	20	610	4
Dec.				

Factories in AO Raleigh

Factory Name	Location	Phone	Owner	Product	Manager	Capacity	Current Production	Operating	Notes
1 Panther									
Amiriyah Al Amen Factory - Artillery Casings Plant	Amiriyah	LB 883 891			Jalal Hussein / Seadi Ibrahim Yazem	150	No	Mar-03	No - Funds have been seized
Amiriyah Al Amen Factory - CO2 Plant	Amiriyah	LB 883 891		Prewar production produced 2-3 tons of CO2/day	Jalal Hussein / Raheem Ibrahim Taha Nifani	16	No	Mar-03	No - Funds have been seized
Al Hashda Factory- Artillery Plant	Amiriyah	LB 881 696		Prewar production produced 112 rounds, 155mm rounds and 210mm rounds along with their respective weapons					
Al Hashda Factory- Optics Factory	Amiriyah	LB 879 895		Prewar produced over 15 types of optics	Basil Macmood Amid	2,700	No	Mar-03	No - Funds have been seized
Amiriyah Copper Factory	Amiriyah	LB 89507 63183		Max 3,000 tons/year of semi finished copper tubes and strips and 3,000 tons/year of copper wire	Director General- Basil Macmood Amid Assistant Director- Mohamed Ali Thieb	1,300	No		No - Funds have been seized
Graphite Factory	Amiriyah	LB 880 894							
Cotton Mill	Fallujah		Government	Prewar 300 Tons Max 500 Tons		85	No		
Northern Oil Company	Fallujah		Government	Current 550K /B Prewar 818K /B Max 818K /B		12,000	Yes		
Coastal Processing Plant	Fallujah	LB 862 908							
Qasim Mohammed Hussein Flour Factory	Fallujah	LB 85098 98804	Government	Flour, Bran, Blemishes Current 350 tons/day		45	324	Yes	Needs support and 1MW generator. Production has been decreasing due to lack of electricity and a lower amount of wheat seeds.
Carpet Company	Fallujah		Government	Prewar on order			82	No	
Al Salih Asphalt Factory	Fallujah	LB 90719 90678	Private	Asphalt 400 tons/day	Majid Salih Salman	48	No		Needs new buildings, expansions, support, basic materials, and repair to the damage that was caused during and after the war. The factory needs generators, vehicles, and equipment.
Construction and Contracting	Fallujah		Government	13 Jobs per Year		3,329	Yes		
Construction Material	Fallujah		Government	Prewar 800,000 ID			124	No	
Poultry Farm	Fallujah		Private	Current 5,000 Cks Prewar 12,000 / M Max 24,000		5	Yes		
Livestock Slaughter House	Fallujah		Government	Current 500-1,000/ D Prewar 1,000/ D Max 2,000/ D		40	Yes		
Glass Factory	Fallujah								





## Annex B

### 2) Prepare for leasing and joint ventures thru restructuring

2.Ai Shaheed	1300
5.Tareq	896
6.Hammurabi	636
8.Ai Tahady	399
9.Ibn Al Walid	1698
10.Ai Ikhaa	2382
13.Ai Rashed	2290
14.Azahf al Kabir	502
15.Ai Noaman	643
17.Ai Uboor	1243
21.Ai Mansour	670
23.Ai Radhwan	760
26.Ai Nidaa	1279
31.Ai Salam	752
33.Ibn Majed	1648

March 25, 2004

M-40-04

## In Baghdad, Basrah, Babylon, and Suleymania, Iraqis Feel Economic Conditions Are Improving

*Many Rely on Mix of Income Sources and Household Cutbacks to Make Ends Meet*

*Recent surveys show that outside predominantly Sunni areas, many Iraqis feel the economic conditions have gotten better since the war. Unemployment, rising prices, and tight family budgets may contribute to more negative evaluations. Across cities, Iraqis tend to rely on multiple income sources and budget cutbacks to support their families. Though most think the CPA is doing a poor job providing adequate electricity, many are satisfied with the CPA's progress in refurbishing schools and training new Iraqi police.\**

### Key Findings

- A February poll shows that majorities in Baghdad, Basrah, Babylon, and Suleymania believe that the economic situation has improved since the war, both for Iraq and for their own families. By contrast, views tend to be more negative in predominantly Sunni areas.
- Those who are unemployed or having difficulty making ends meet are more likely to have negative evaluations of the economic situation since the war. A January poll shows that perceptions of rising prices also contribute to these views.
- Earnings from full-time jobs are an important income source for many Iraqi families. Even those with full-time work, however, also rely on income from second jobs, part-time jobs or pensions to maintain their standard of living.
- Many Iraqi families are making ends meet by cutting back on non-essentials and expensive items, but in Mosul and Babylon, about 40 to 50 percent are having a hard time meeting their basic needs.
- Electricity shortages, more so than drinking water or gasoline shortages, are a problem for many households, though in Basrah, large numbers report having electricity available for extended hours.
- Although many Iraqis give the CPA very poor marks in providing electricity, many report that the CPA has made progress refurbishing schools and training new Iraqi police.

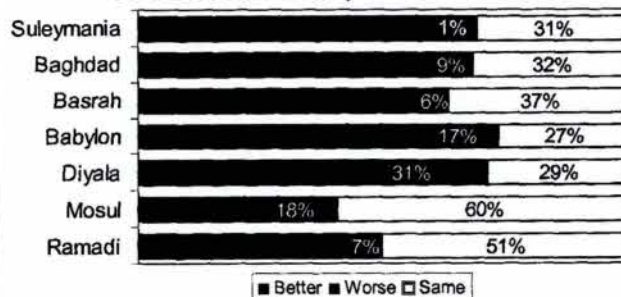
\* Findings are based on several face-to-face surveys commissioned by the Office of Research and the CPA. Figures draw primarily on a survey conducted between February 23 and 29, 2004, although some figures are taken from polls conducted in January. Unless otherwise noted, poll results cited in the text are from the February survey (n=1,484). Interviews were conducted among urban Iraqi adults ages 18 and over for all polls. Although the cities included in each survey vary somewhat, Baghdad, Basrah, and Mosul are included in each. The margin of error is approximately  $\pm 4$  percent for each poll, but varies among cities. Please see appendix for specifics and methodological details.

### In Certain Cities, Iraqis Report that the Economic Situation is Getting Better

Majorities in Baghdad, Basrah, Babylon, and Suleymania and about four in ten in Diyala believe that the economic situation of their family and of the country has improved since the war (Figures 1-2). Four in ten or more in all five cities also think that the country's economic situation will get better over the next six months (Figure 3). In cities where available, these findings are relatively similar to those gathered in January (Appendix Tables 1a, 2a).

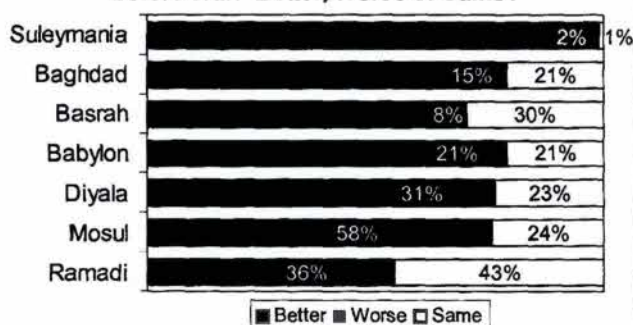
By contrast, few in Ramadi (15%) and Mosul (16%) believe that Iraq's economic situation has gotten better since the war. However, in Ramadi, about 40 percent think their household situation has improved and half expect conditions to get better in the months ahead. A January survey shows more negative views among residents in Tikrit and Samarra, where majorities feel that economic conditions have worsened for Iraq (79% and 77%) and for their families (69% and 54%) (Appendix Tables 1b, 2b).

**Figure 1. Household Economic Situation Today Vs. Before War: Better, Worse or Same?**



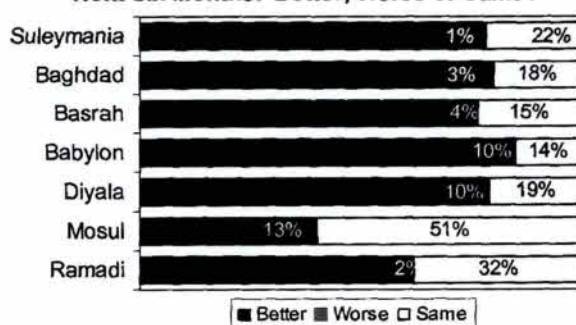
NOTE: Figures are from survey conducted late February, 2004.

**Figure 2. Iraq's Economic Situation Today Vs. Before War: Better, Worse or Same?**



NOTE: Figures are from survey conducted late February, 2004.

**Figure 3. Iraq's Economic Situation Over the Next Six Months: Better, Worse or Same?**



NOTE: Figures are from survey conducted late February, 2004.

### Lack of Work May Contribute to Negative Views

Analyses of the February survey show that unemployment is an important factor in economic outlook. Overall, Iraqis who are out of work are less likely to hold positive opinions about the economic situation than those working full- or part-time, with full-time workers twice as likely as those without jobs to say their household financial conditions have improved since the war (Table 1 and Appendix Table 3). In the January poll, rising prices are cited more often than lack of jobs as a reason for worsening household situations in several cities (Appendix Table 4).

**Table 1. Family Financial Situation – Better or Worse Since the War**

	Full-Time	Part-Time	Unemployed
Improved	65%	56%	29%
Worsened	6	9	28
Same	29	36	43

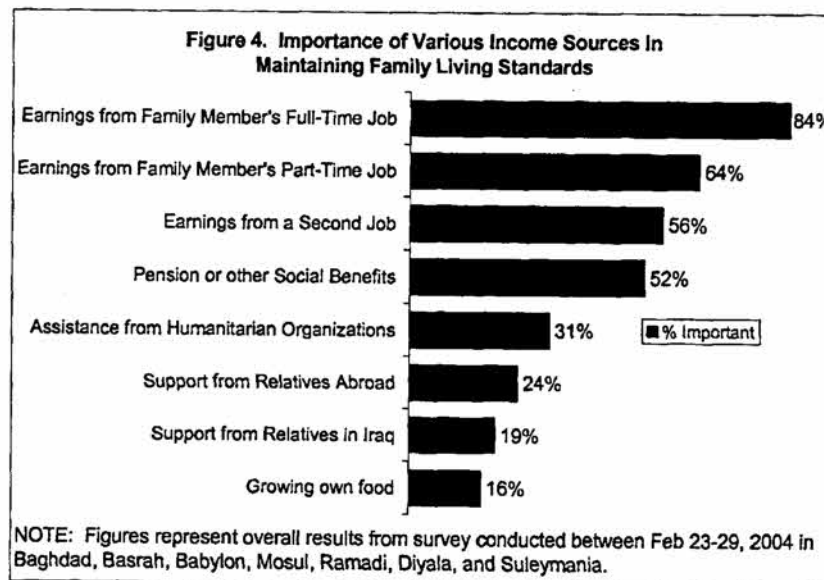


### Less than Half in Many Cities Report Having Full-time Work

The February poll shows that among men, roughly four in ten in Baghdad, Diyala, and Ramadi and about half in Suleymania report having full-time work. Fewer say that they are employed full-time in Basrah (34%), Mosul (20%) or Babylon (20%), where roughly a fifth to a third report being unemployed (Appendix Table 5a). Across all cities, between 17 and 31 percent say they have part-time work. Among women, most view themselves as homemakers, although significant minorities in Basrah, Suleymania, and Ramadi report having full-time work (Appendix Table 5b).<sup>1</sup>

### Jobs Are Key, Though Many Rely on Mix of Income Sources to Maintain Standard of Living

Across all cities, majorities report that income from a family member's full-time job is "very" or "somewhat" important for their standard of living (See Figure 4). Many also depend upon income from part-time work, second jobs, or pensions and other social benefits. Even among those who say that full-time earnings are important for their family, more than half also rely on part-time jobs (67%), second jobs (59%), or pensions (54%).<sup>2</sup>



While overall only a third consider humanitarian aid an important income source, about half in Basrah (48%) and almost two-thirds in Suleymania (62%) indicate that such assistance is important to their economic well-being. Iraqis in these two cities are also more likely than others to consider support from relatives abroad as being a significant part of their household income (See Appendix Table 6).

### Cutting Back on the Non-essentials Helps Families to Get By

Majorities in all cities except Babylon say that their families are getting by financially if they avoid the purchase of non-essentials and most luxury items (see Table 2, next page).<sup>3</sup> Survey data gathered in other cities in January (Baquba, Samarra, Karbala, and Najaf) also show similar patterns, with half or more cutting back on non-essentials to make ends meet (Appendix Table 7b).

<sup>1</sup> Please note that sample sizes for men and women within each city are small, and therefore figures should be interpreted with caution.

<sup>2</sup> Some Iraqis also fear potential job loss. In Baghdad, Babylon, Diyala, Ramadi and Mosul, a third to a half of Iraqis with part- or full-time work are "very" or "somewhat" concerned that they might lose their jobs in the future. Fewer feel this way in Basrah and Suleymania.

<sup>3</sup> Figures for Baghdad, Basrah, Babylon and Mosul are similar to those gathered in these cities in January (See Appendix Table 7a).



<b>Table 2. Which of the following do you find closest to describing your family's financial situation?</b>							
	Baghdad	Basrah	Mosul	Ramadi	Babylon	Diyala	Suleymania
We live only on the monthly ration.	12%	9%	39%	9%	32%	26%	1%
We often do not have enough money even for our basic needs, such as food or rent.	7	20	3	7	22	11	3
<b>Not Enough for Basics</b>	<b>19</b>	<b>29</b>	<b>42</b>	<b>16</b>	<b>54</b>	<b>37</b>	<b>4</b>
We can get by if we avoid buying non-essential or expensive items.	61	45	46	41	29	50	41
We have enough to get by but almost no luxuries.	18	26	12	35	17	11	47
<b>Getting By with Cutbacks</b>	<b>79</b>	<b>71</b>	<b>58</b>	<b>76</b>	<b>46</b>	<b>61</b>	<b>88</b>
We have enough money to live comfortably.	1	1	0	8	0	2	9
Survey conducted between February 23 and 29, 2004.							

#### **Economic Hardships Greater in Some Areas, May Contribute to Negative Economic Views**

About half in Babylon (54%) and 42 percent in Mosul are having difficulty meeting even their essential needs, with about a third having only the monthly ration to live on. Similarly, January figures show that four in ten in Tikrit do not have enough for necessities (Appendix Table 7b). Analyses conducted using both January and February data show that those having a difficult time meeting their basic needs are generally more likely than others to say that economic conditions have worsened since the war (Appendix Table 8 shows February figures).

#### **For Some Iraqis, the New Salary Structure Has Helped Their Economic Situation**

In January, about 35 percent of Iraqis surveyed say that they have been affected by the policy which mandated a four-tier salary structure for public employees. The policy change has had a greater impact in Baghdad (43%), Tikrit (41%), and Mosul (37%) than in other cities included in the survey (Samarra, Basrah, Babylon or Karbala). Among those affected by the plan, half or more in all cities but Karbala say the change has helped their economic situation (in Karbala, 48% report no impact). Few, with the exception of Iraqis in Tikrit, report that it has had a negative impact (Table 3).

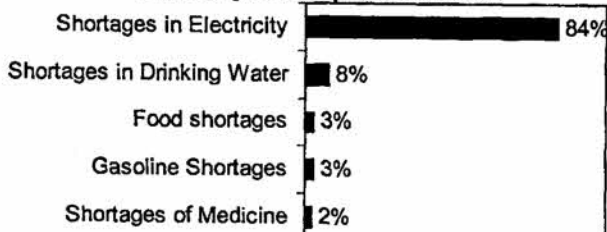
Table 3. *If you are affected by the new salary structure, has this had a positive, negative, or no impact on your economic situation?*

	Baghdad	Babylon	Tikrit	Samarra	Mosul	Basrah	Karbala
Positive	82%	84%	50%	68%	52%	95%	37%
Negative	8	16	50	14	14	3	16
None	9	0	0	14	32	3	48
NOTE: Survey conducted between January 5 and 17, 2004; Some cells are based on small number of cases.							

### Electricity Shortages Pose Difficulties for Many Families

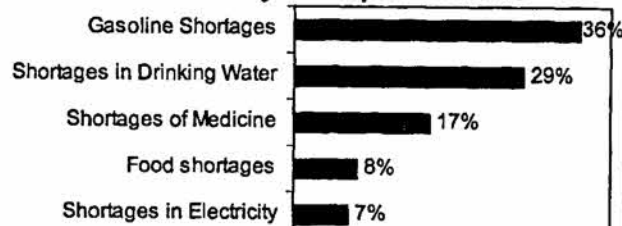
When asked to choose (from a list) the problem posing the most difficulty for their household, Iraqis point to electricity above anything else. According to a January poll, majorities in all cities surveyed cite electricity shortages as the number one hardship, with shortages of gasoline, water, and medicine being mentioned as the second most important problems (Figures 5-6). Though few differences exist across cities, water shortages are mentioned more frequently in Basrah and gasoline shortages more often in Karbala (Appendix Table 9a-b).

**Figure 5. Shortages Posing the MOST Difficulty for Iraqi Households**



NOTE: Survey conducted in January in Baghdad, Basrah, Mosul, Ramadi, Samarra, and Karbala.

**Figure 6. Shortages Posing the SECOND Most Difficulty for Iraqi Households**



NOTE: Survey conducted in January in Baghdad, Basrah, Mosul, Ramadi, Samarra, and Karbala.

### For Many, Household Electricity Has Not Changed Much in Past Month, But Iraqis in Basrah Report Greater Availability

Majorities in Baghdad, Basrah, Mosul, Diyala, Ramadi, and Suleymania believe that electricity in their household has stayed the same or improved over the past month, while minorities say it has gotten worse (Table 4). Improvements are noted by a plurality in Babylon (40%) and significant minorities in Diyala (36%) and Basrah (32%). In Suleymania, Ramadi, and Mosul, eight in ten or more say that their household electricity has stayed the same.

Basrah stands out in terms of the amount of electricity being reported by Iraqi residents. According to the same survey, a majority in Basrah (83%) report having electricity available all day on a regular basis. By contrast, half or more in Babylon (48%) and Diyala (63%) report receiving only 2-4 hours daily, even though many in these cities report that electricity has improved over the past month. Half or more in Baghdad, Mosul, Ramadi and Suleymania report having at least four to eight hours daily.

**Table 4. Over the past month, has the electricity improved, worsened, or stayed the same?**

	Baghdad	Basrah	Mosul	Ramadi	Babylon	Diyala	Suleymania	Overall
Better	19%	32%	3%	6%	40%	36%	5%	19%
Same	55	68	81	86	27	49	95	63
Worse	26	0	16	8	33	16	0	18

Survey conducted between February 23 and 29, 2004.

### CPA Gets High Marks for Refurbishing Schools, Training Police, and Providing Food

When asked in January, about half or more in Baghdad, Basrah, Mosul, Karbala, and Tikrit think the CPA is doing a "very" or "fairly" good job in refurbishing Iraqi schools (Table 5). Similar percentages in some of these cities also give the CPA positive scores for training local police and for providing food and safe drinking water. By contrast, Iraqis generally give very negative evaluations of the CPA's ability to provide electricity, gasoline, and improvements to the sewage system.

These findings also show some unique regional differences. Residents of Samarra give negative evaluations of the CPA in every single area. In Bablyon, half seem satisfied with the CPA's training of local police, but majorities give the CPA a negative score in all other activities. Basrah is unique in being the only city where many (40%) are satisfied with CPA's provision of electricity, but few are satisfied with its provision of safe drinking water (5%).

**Table 5. Do you think that CPA is doing a very good job, a fairly good job, a fairly poor job or a very poor job...**  
% Saying CPA is doing a "very" or "fairly" good job

	Baghdad	Basrah	Karbala	Tikrit	Mosul	Babylon	Samarra	Overall
Refurbishing Schools	78%	48%	56%	72%	56%	38%	7%	62
Providing Food	67	48	84	64	27	35	3	54
Training Local Police	56	61	46	69	29	49	0	49
Providing Safe Drinking Water	51	5	45	52	56	35	8	42
Training Iraqi Army	42	46	32	65	10	16	0	34
Improving the Sewage System	19	1	9	43	11	0	1	15
Providing Gasoline	3	26	5	12	18	7	0	8
Providing Electricity	1	40	2	0	1	5	0	6
Survey conducted between January 5 and 17, 2004.								

Prepared by Jodi Nachtwey and Dina Smeltz ([nachtweyJL@state.gov](mailto:nachtweyJL@state.gov); [smeltzD@state.gov](mailto:smeltzD@state.gov)).  
Issued by The Office of Research, U.S. Department of State (202-203-7932).

## Methodology

Findings in this report draw primarily upon a poll commissioned by the Office of Research and CPA in late February, 2004. These findings are supplemented by polls conducted in January, 2004. For all surveys, face-to-face interviews were conducted among urban Iraqi adults, ages 18 and over. The most recent was carried out between February 23 and 29, 2004 among 1,484 urban residents of Baghdad (N=735), Basrah (N=169), Mosul (N=191), Babylon (N=90), Diyala (N=90), Ramadi (N=91) and Suleymania (N=118). **The size of the sample for each city is not proportionate to the overall population.**

For all surveys, a multi-stage probability-based sample was drawn, utilizing residential listings from Iraq's 1997 Population and Housing Census. Census sub-districts were utilized as primary sampling units (PSUs), with 80 PSUs selected using probability-proportional-to-size procedures. Due to the size of Baghdad, the city was stratified by neighborhood to ensure that all city areas were represented in the sample. Interviewers were given all address details for households at four sampling points within each PSU. Five interviews were conducted at each sampling point. Within each selected household, one respondent was randomly selected using the last birthday method.

The margin of error, assuming a 95% confidence level and the clustering effects of a multi-stage design, is approximately  $\pm 4\%$  for all of the overall samples. The margin of error varies across the samples of the individual cities as follows:

### February 23-29 Survey

<u>City</u>	<u>Sample Size</u>	<u>Margin of Error</u>
Baghdad	735	$\pm 5.1\%$
Basrah	169	$\pm 15.1\%$
Mosul	191	$\pm 14.2\%$
Babylon	90	$\pm 20.7\%$
Diyala	90	$\pm 20.7\%$
Ramadi	91	$\pm 20.5\%$
Suleymania	118	$\pm 18.0\%$
Total	1484	$\pm 3.6\%$

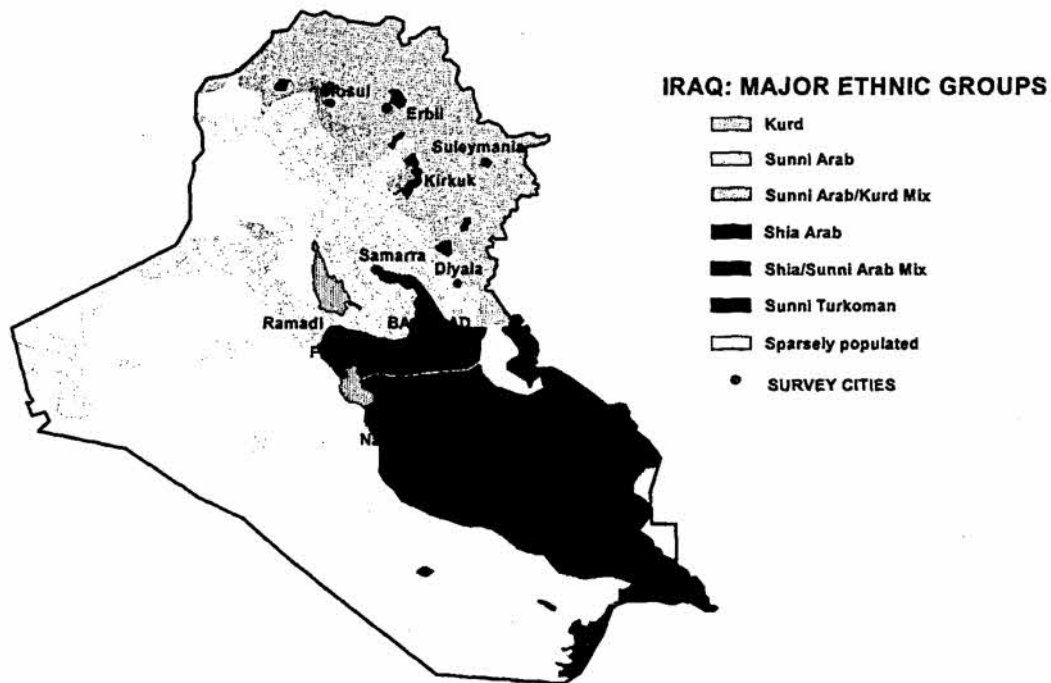
### January 5-17 Survey

<u>City</u>	<u>Sample Size</u>	<u>Margin of Error</u>
Baghdad	739	$\pm 5.0\%$
Basrah	163	$\pm 15.4\%$
Mosul	199	$\pm 13.9\%$
Tikrit	98	$\pm 19.8\%$
Samarra	96	$\pm 20.0\%$
Babylon	106	$\pm 18.9\%$
Karbala	100	$\pm 19.6\%$
Total	1501	$\pm 3.5\%$

### December 31, 2003-January 7, 2004 Survey

<u>City</u>	<u>Sample Size</u>	<u>Margin of Error</u>
Baghdad	429	$\pm 6.7\%$
Basrah	216	$\pm 13.3\%$
Mosul	209	$\pm 13.6\%$
Fallujah	140	$\pm 16.6\%$
Samarra	103	$\pm 19.3\%$
Karbala	115	$\pm 18.3\%$
Total	1212	$\pm 3.9\%$





#### APPENDIX TABLES

Table 1a. *Do you think the economic situation in Iraq is better or worse than before the last war?*

	Baghdad Jan 04	Baghdad Feb 04	Basrah Jan 04	Basrah Feb 04	Mosul Jan 04	Mosul Feb 04	Babylon Jan 04	Babylon Feb 04
Better	49%	62%	47%	62%	25%	16%	55%	56%
Worse	32	15	25	8	55	58	37	21
Same	18	21	27	30	17	24	9	21
Surveys conducted: February 23-29, 2004 and January 5-17, 2004. NOTE: Due to the margin of error for individual cities, differences in monthly figures should not be overstated.								

Table 1b. *Do you think the economic situation in Iraq is better or worse than before the last war?*

	Jan 04			Feb 04		
	Karbala	Tikrit	Samarra	Ramadi	Diyala	Suleymania
Better	50%	5%	2%	15%	43%	98%
Worse	40	79	77	36	31	2
Same	10	14	21	43	23	1
Surveys conducted: February 23-29, 2004 and January 5-17, 2004.						

Table 2a. *Do you think the economic situation of your family is better or worse than before the last war?*

	Baghdad Jan 04	Baghdad Feb 04	Basrah Jan 04	Basrah Feb 04	Mosul Jan 04	Mosul Feb 04	Babylon Jan 04	Babylon Feb 04
Better	46%	59%	40%	57%	29%	23%	44%	57%
Worse	22	9	15	6	44	18	23	17
Same	32	32	45	37	28	60	33	27

Surveys conducted: February 23-29, 2004 and January 5-17, 2004. NOTE: Due to the margin of error for individual cities, differences in monthly figures should not be overstated.

Table 2b. *Do you think the economic situation of your family is better or worse than before the last war?*

	Jan 04			Feb 04		
	Karbala	Tikrit	Samarra	Ramadi	Diyala	Suleymania
Better	43%	11%	2%	43%	40%	68%
Worse	23	69	54	7	31	1
Same	34	18	42	51	29	31

Surveys conducted: February 23-29, 2004 and January 5-17, 2004.

Table 3. Job Status and Views Toward Economic Conditions

Appendix Table 4. Job Status and Views Toward Economic Conditions						
	Family Financial Situation – Better or Worse Since the War			Economic Situation in Iraq – Better or Worse Since the War		
	Full-Time	Part-Time	Unemployed	Full-Time	Part-Time	Unemployed
Improved	65%	56%	29%	63%	54%	41%
Worsened	6	9	28	18	21	33
Same	29	36	43	17	23	24

Survey conducted between February 23 and 29, 2004; includes cities of Baghdad, Basrah, Mosul, Ramadi, Diyala, Babylon and Suleymania.

Table 4. Reasons for Declining Economic Conditions Among Those Who View Their Family Economic Situation Getting Worse

	Baghdad	Babylon	Tikrit	Samarra	Mosul	Basrah	Karbala	Overall
Higher prices	47%	54%	79%	94%	62%	54%	61%	62%
Lack of work	43	17	6	2	31	46	30	28
Withholding of allowances civil servants used to receive	4	8	10	2	6	0	9	5
Loss of medical services	2	13	0	0	0	0	0	1
Women cannot safely leave home to work	1	8	3	0	1	0	0	2
Other/No Answer	4	0	2	2	0	0	0	2

Survey conducted between January 5 and 17, 2004. NOTE: Figures for some cells are based on few cases, sometimes less than ten.

Table 5a. Employment Status by City among Men (Percent)

	Baghdad	Basrah	Mosul	Ramadi	Babylon	Diyala	Suleymania	Overall
<b>Full-time Total</b>	<b>47%</b>	<b>34%</b>	<b>20%</b>	<b>46%</b>	<b>20%</b>	<b>44%</b>	<b>53%</b>	<b>41%</b>
Full-time public	22	19	11	23	10	20	15	19
Full-time private	14	15	9	23	10	24	38	22
<b>Part-time Total</b>	<b>21</b>	<b>21</b>	<b>27</b>	<b>20</b>	<b>31</b>	<b>17</b>	<b>23</b>	<b>22</b>
Part-time public	7	2	4	0	12	2	3	5
Part-time private	14	19	23	20	19	15	20	17
<b>Unemployed</b>	<b>11</b>	<b>22</b>	<b>23</b>	<b>10</b>	<b>29</b>	<b>17</b>	<b>13</b>	<b>15</b>
<b>Student</b>	<b>11</b>	<b>11</b>	<b>18</b>	<b>19</b>	<b>15</b>	<b>11</b>	<b>8</b>	<b>12</b>
<b>Homemaker</b>	<b>*</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Pensioner</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>6</b>	<b>4</b>	<b>11</b>	<b>3</b>	<b>9</b>

Survey conducted between February 23 and 29, 2004. NOTE: Figures for some cells are based on few cases, sometimes less than ten.

Table 5b. Employment Status by City Among Women (Percent)

	Baghdad	Basrah	Mosul	Ramadi	Babylon	Diyala	Suleymania	Overall
<b>Full-time Total</b>	<b>16%</b>	<b>22%</b>	<b>8%</b>	<b>38%</b>	<b>13%</b>	<b>8%</b>	<b>23%</b>	<b>16%</b>
Full-time public	14	22	6	38	13	8	23	15
Full-time private	2	0	2	0	0	0	0	1
<b>Part-time Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>3</b>
Part-time public	1	0	4	5	5	0	5	2
Part-time private	1	2	0	0	0	0	0	1
<b>Unemployed</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>2</b>
<b>Student</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>10</b>	<b>5</b>	<b>8</b>	<b>5</b>	<b>7</b>
<b>Homemaker</b>	<b>67</b>	<b>73</b>	<b>78</b>	<b>43</b>	<b>76</b>	<b>64</b>	<b>64</b>	<b>68</b>
<b>Pensioner</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

Survey conducted between February 23 and 29, 2004. NOTE: Figures for some cells are based on few cases, sometimes less than ten.

Table 6. Importance of Various Income Sources for Standard of Living (% very or somewhat important)

	Baghdad	Basrah	Mosul	Babylon	Ramadi	Diyala	Suleymania
Family Member Working Full-time	85%	91%	89%	58%	84%	73%	90%
Family Member Working Part-time	55	88	77	47	86	32	86
Money from Second Job	51	56	68	37	58	42	93
Pension/Social Security	52	72	35	40	37	57	69
Assistance from Humanitarian Orgs.	32	48	18	20	9	16	62
Support from Relative	18	25	11	28	10	12	20
Support from Relatives Abroad	23	38	9	22	10	11	49
Growing Food	8	22	21	33	39	29	13

Survey conducted between February 23 and 29, 2004; includes cities of Baghdad, Basrah, Mosul, Ramadi, Diyala, Babylon and Suleymania.

Table 7a. Which of the following describes your household's financial situation best?

	Baghdad		Basrah		Mosul		Babylon	
	Jan 04	Feb 04	Jan 04	Feb 04	Jan 04	Feb 04	Jan 04	Feb 04
We live only on the monthly ration.	11%	12%	2%	9%	48%	39%	41%	32%
We often do not have enough money even for our basic needs, such as food or rent.	22	7	15	20	6	3	5	22
<b>Not Enough for Basics</b>	<b>33</b>	<b>19</b>	<b>17</b>	<b>29</b>	<b>54</b>	<b>42</b>	<b>46</b>	<b>54</b>
We can get by if we avoid buying non-essential or expensive items.	44	61	61	45	24	46	17	29
We have enough to get by but almost no luxuries.	19	18	21	26	20	12	21	17
<b>Getting By with Cutbacks</b>	<b>63</b>	<b>79</b>	<b>82</b>	<b>71</b>	<b>44</b>	<b>58</b>	<b>38</b>	<b>36</b>
We have enough money to live comfortably.	1	1	1	1	2	0	4	0
DK/NA	3	2	1	0	2	0	13	0

Surveys conducted: February 23-29, 2004 and January 5-17, 2004.

Table 7b. Which of the following describes your household's financial situation best?

	Tikrit Jan 04	Samarra Jan 04	Baquba Jan 04	Najaf Jan 04
We live only on the monthly ration.	17%	16%	7%	13%
We often do not have enough money even for our basic needs, such as food or rent.	25	12	23	21
<b>Not Enough for Basics</b>	<b>42</b>	<b>28</b>	<b>30</b>	<b>34</b>
We can get by if we avoid buying non-essential or expensive items.	38	23	52	58
We have enough to get by but almost no luxuries.	17	30	18	8
<b>Getting By with Cutbacks</b>	<b>55</b>	<b>53</b>	<b>70</b>	<b>66</b>
We have enough money to live comfortably.	1	3	1	0
DK/NA	2	16	0	0

Surveys conducted: January 18-28, 2004 and January 5-17, 2004.

Table 8. Negative Economic Views Slightly Higher Among Those with Household Financial Difficulties

	Do you think the economic situation in Iraq is better or worse than before the war?		Do you think the economic situation of your family is better or worse than before the war?	
	Not Enough for Basics	Getting By With Cutbacks	Not Enough for Basics	Getting By With Cutbacks
Better	36%	61%	36%	58%
Worse	33	18	23	7
Same	29	20	41	36

Survey conducted between February 23 and 29, 2004; includes cities of Baghdad, Basrah, Mosul, Ramadi, Diyala, Babylon and Suleymania.

Table 9a. Which of the following poses the most difficulty in your household?

	Baghdad	Basrah	Mosul	Ramadi	Samarra	Karbala	Overall
Shortages in electricity	89	58	92	86	85	96	84
Shortages in safe drinking water	5	21	2	6	11	1	8
Shortages in petrol	2	7	2	2	3	2	3
Shortages in medicine	1	5	1	4	2	1	2
Food shortages	2	8	1	3	0	0	3
DK/NA	*	1	1	0	0	1	*
Survey conducted between December 31, 2003 and January 7, 2004. * Less than one percent.							

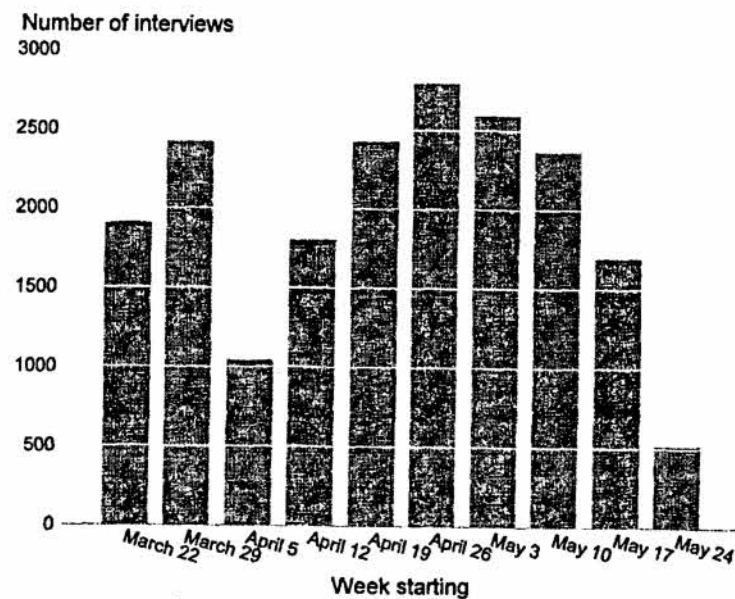
Table 9b. Which of the following poses the second greatest difficulty in your household?

	Baghdad	Basrah	Mosul	Ramadi	Samarra	Karbala	Overall
Shortages in electricity	4	17	4	11	2	1	7
Shortages in safe drinking water	29	35	31	25	41	8	29
Shortages in petrol	39	13	33	39	37	72	36
Shortages in medicine	16	20	20	21	13	10	17
Food shortages	7	10	11	4	8	9	8
DK/NA	5	5	2	0	0	0	3
Survey conducted between December 31, 2003 and January 7, 2004.							



## IMIRA – Iraq Multiple Indicator Rapid Assessment Preliminary results

- Nationwide survey of 22,000 households
- Representative on governorate level
- Internationally standardized indicators
- Field work March 23 to May 31, 2004
- High quality overall
- Central Statistical Office, Iraq and Fafo



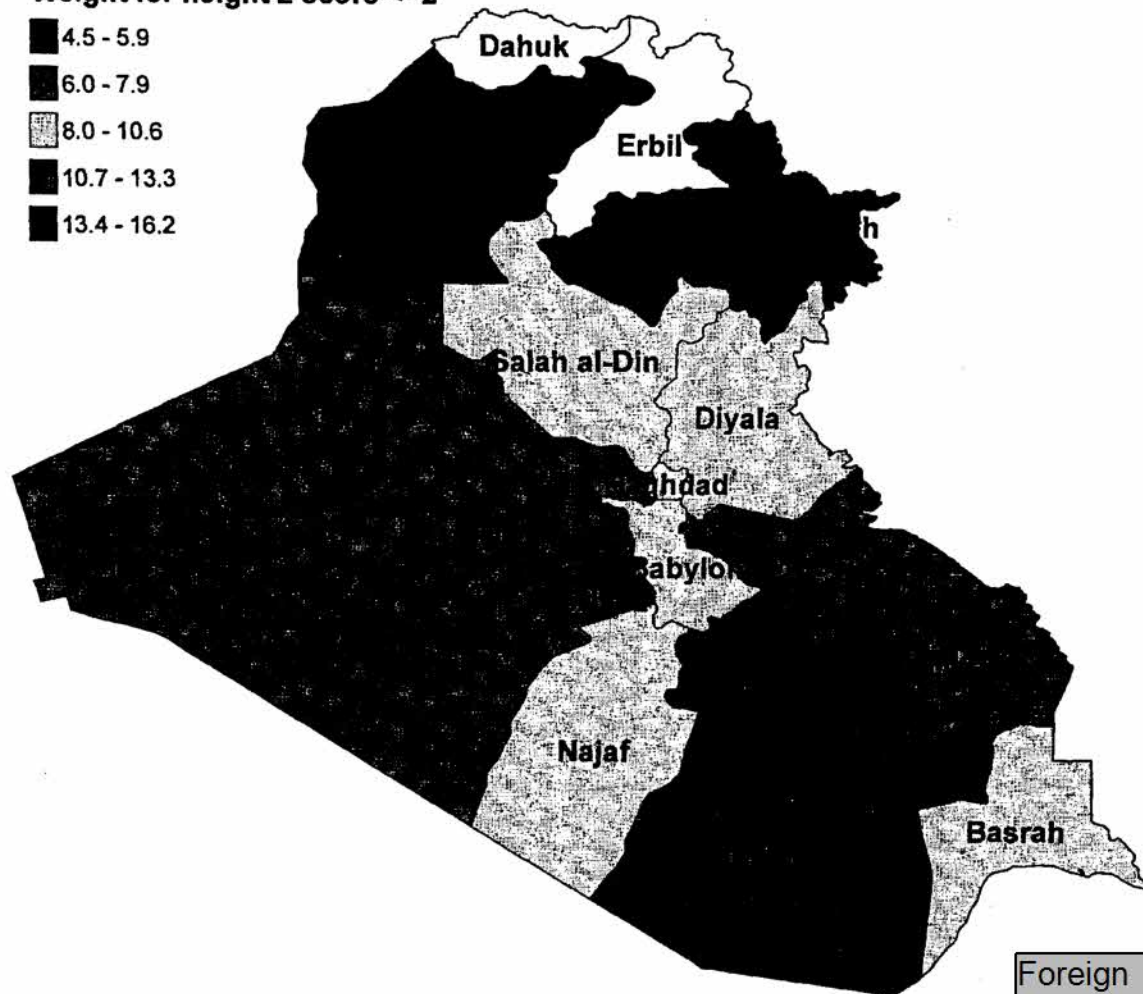
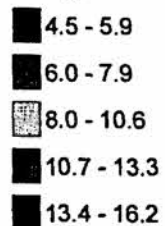
## Preliminary conclusions

- **Iraq is not in a state of total devastation**
  - Small differences with neighbouring states on many basic indicators
  - Relatively low unemployment
  - Limited impact of last war
- **Problems remain**
  - In supply of basic infrastructure, water, sanitation, electricity
  - Widespread economic hardship
  - Malnutrition, education
- **Economy in transition**
  - Increase in private sector and self employment
- **Large differences between regions**
  - The South worst off

## High acute malnutrition among children

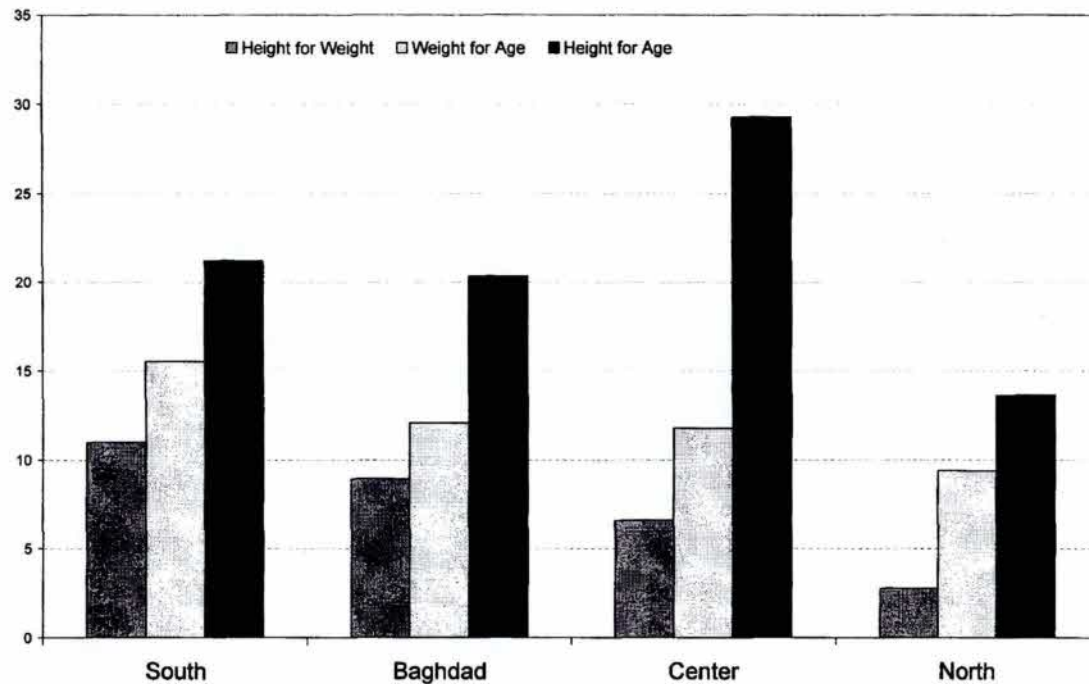
- 8 percent acute malnutrition overall (children aged 6-59 months)

Weight for height z-score < -2



## North better off on all malnutrition measures

- High levels of both general and acute malnutrition
- Stunting similar to other Arab countries 10 years ago or more

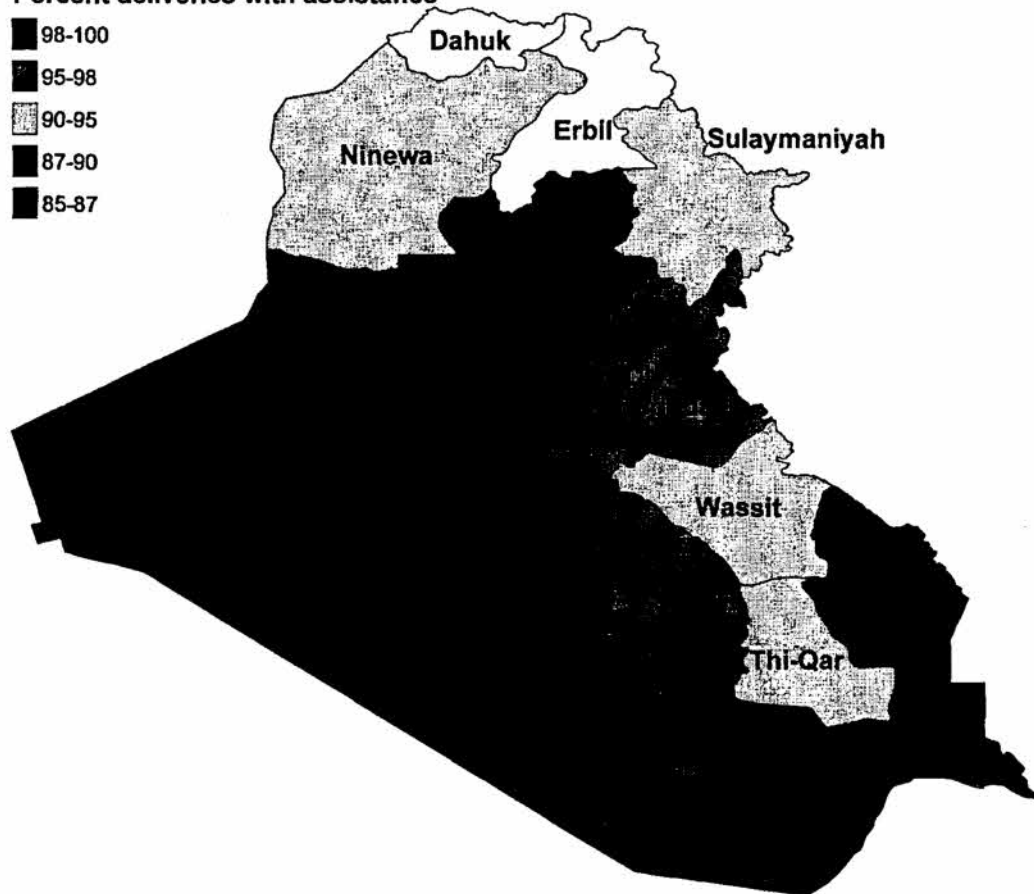
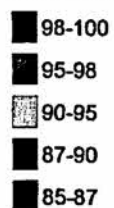




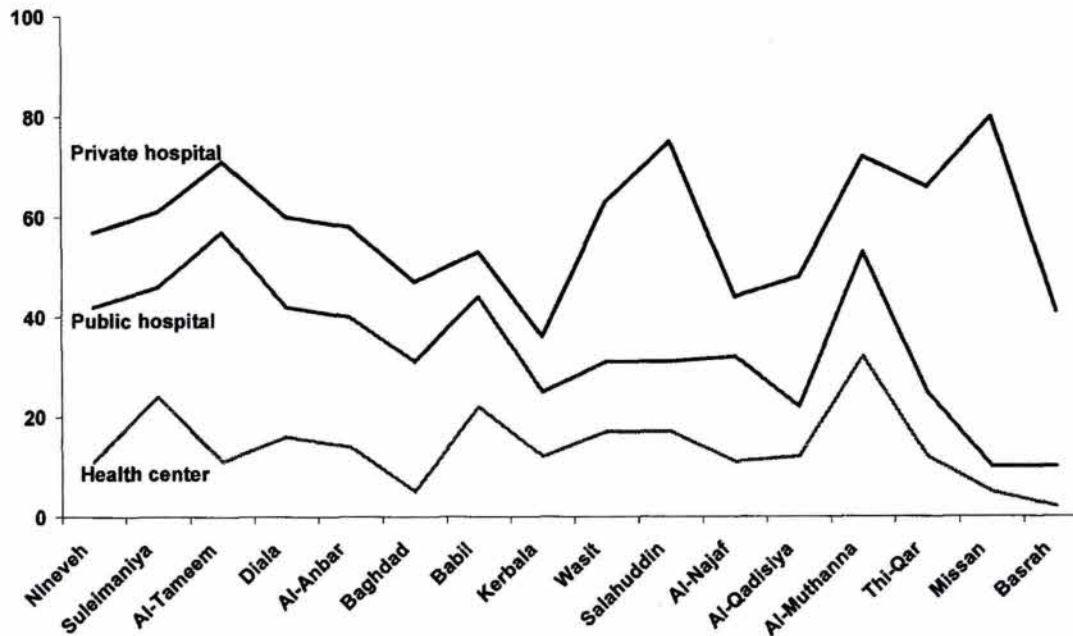
## Nearly all deliveries assisted by modern birth attendants

- 95 percent overall
- Urban 98 percent
- Rural 90 percent

Percent deliveries with assistance



## Lack of access to medical services within 30 min.

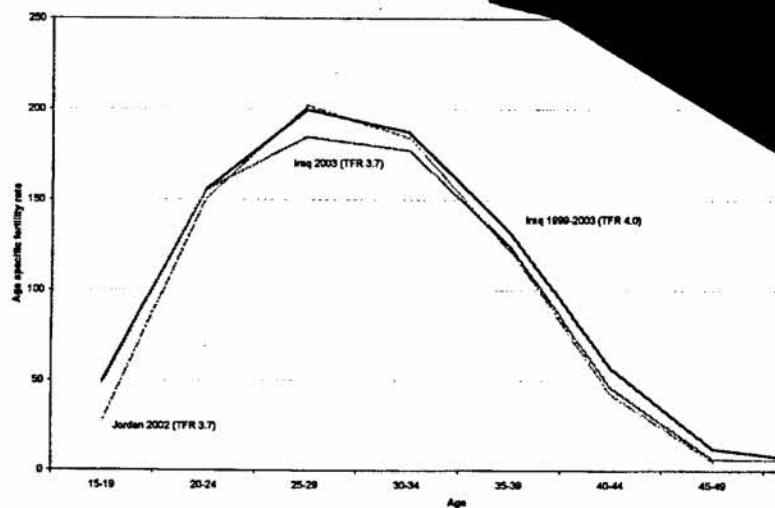
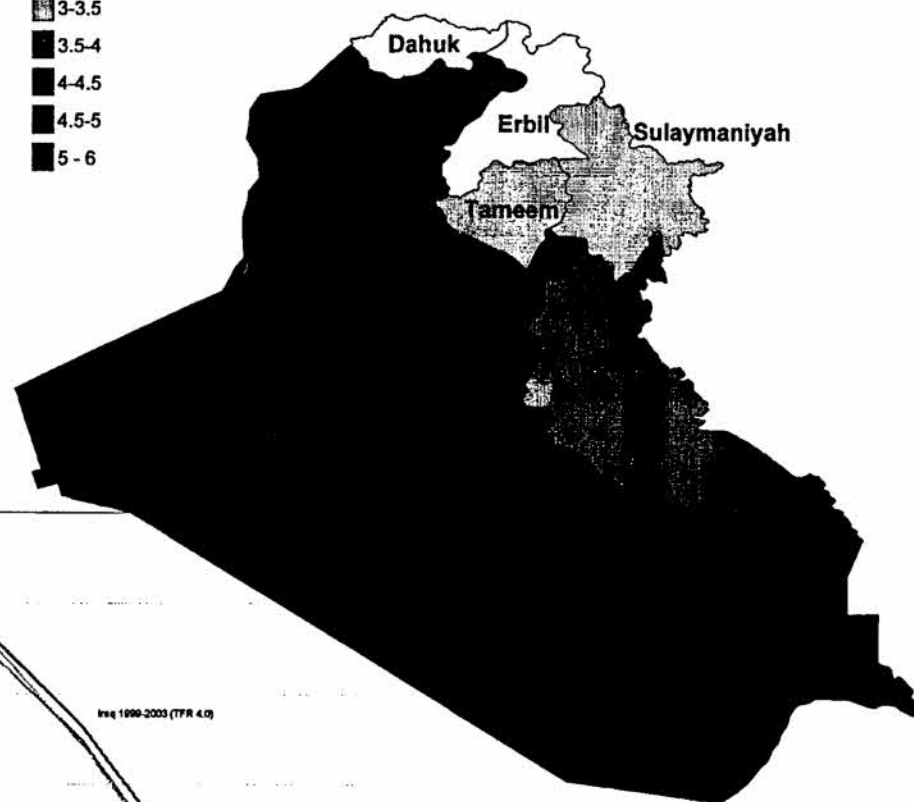
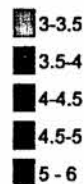


- 34 percent lack access to public hospital
- 55 percent lack access to private hospital
- 12 percent lack access to health centre
- Much higher access problems in rural areas, 31 percent has lack of access to primary health centres, 64 percent lack access to public hospital
- Most access problems in the North, but Al-Muthanna has the biggest problem

## Total fertility rate 4.0, probably declining

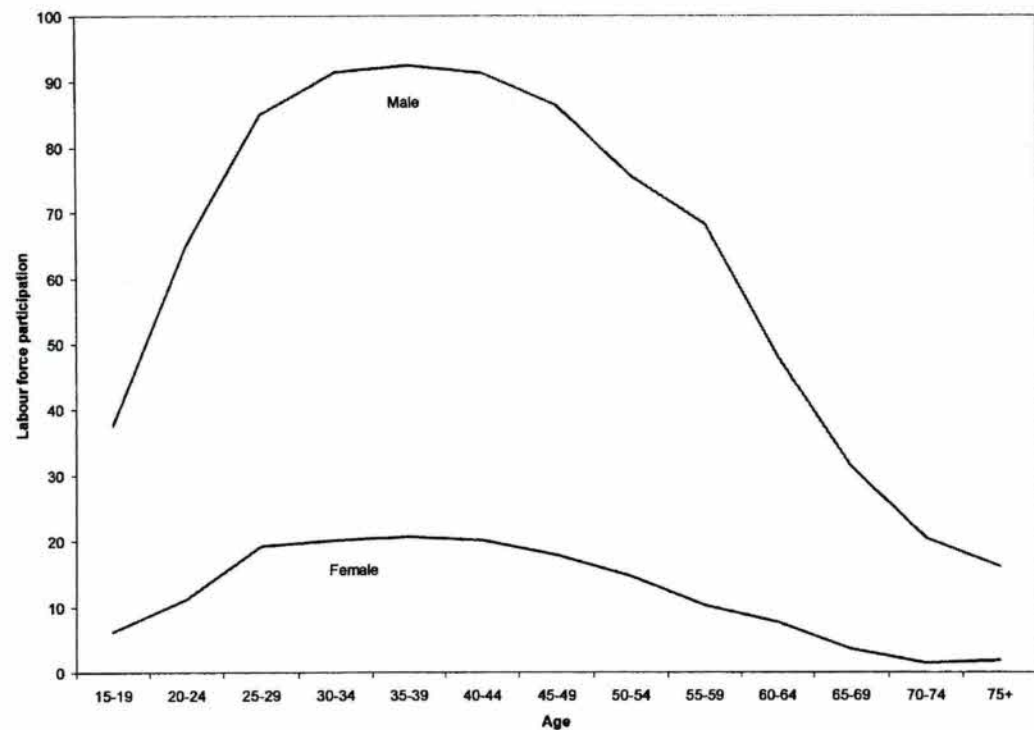
- Moderate differences between governorates
- Low: Baghdad TFR=3.1
- High Salah al-Din (5.1) and Niniwa (5.0)

Total Fertility Rate



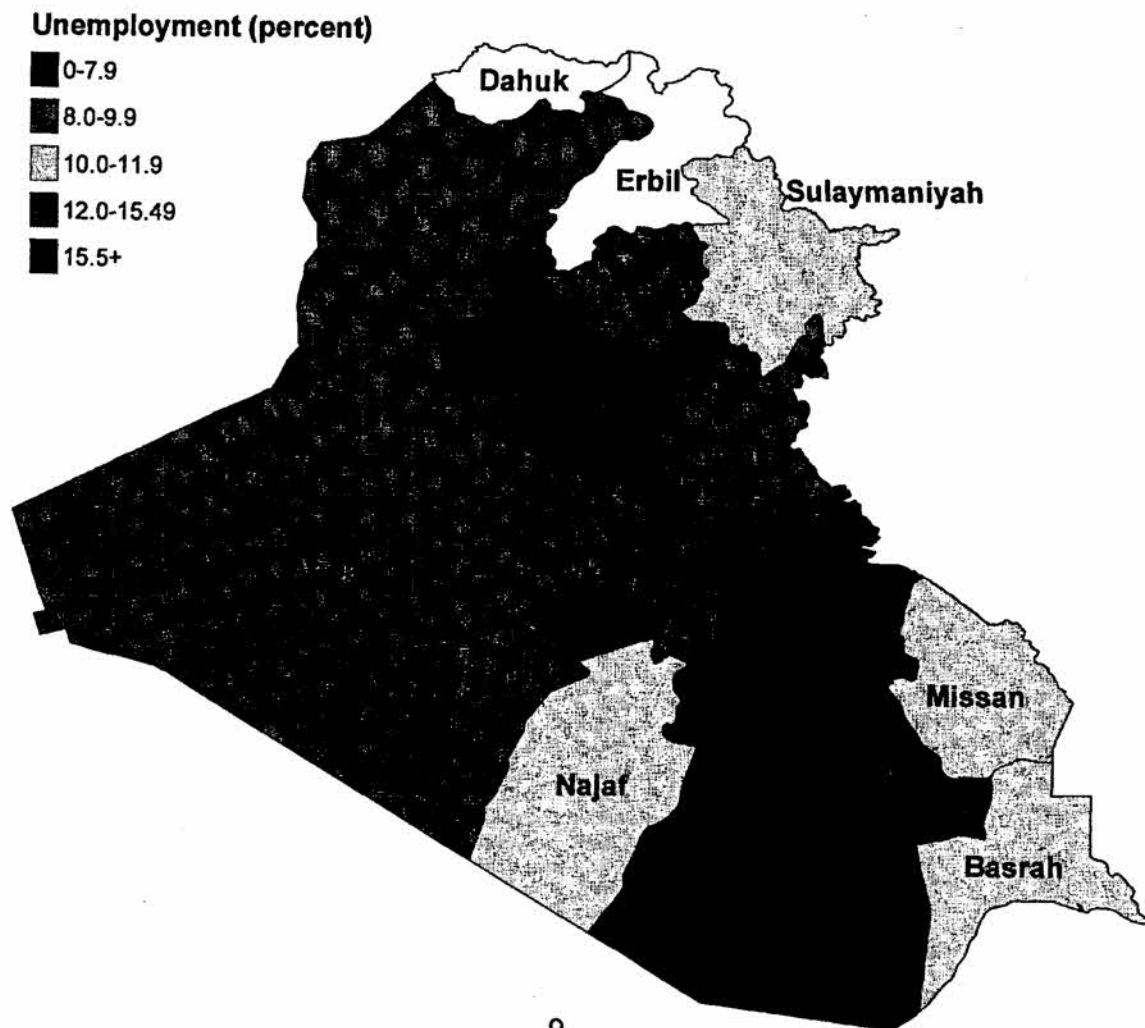
## High male, low female labour force participation typical for Middle East

- Overall 41 percent participation
- 60 percent for men
- 14 percent for women
- Governorate participation rates do not vary much

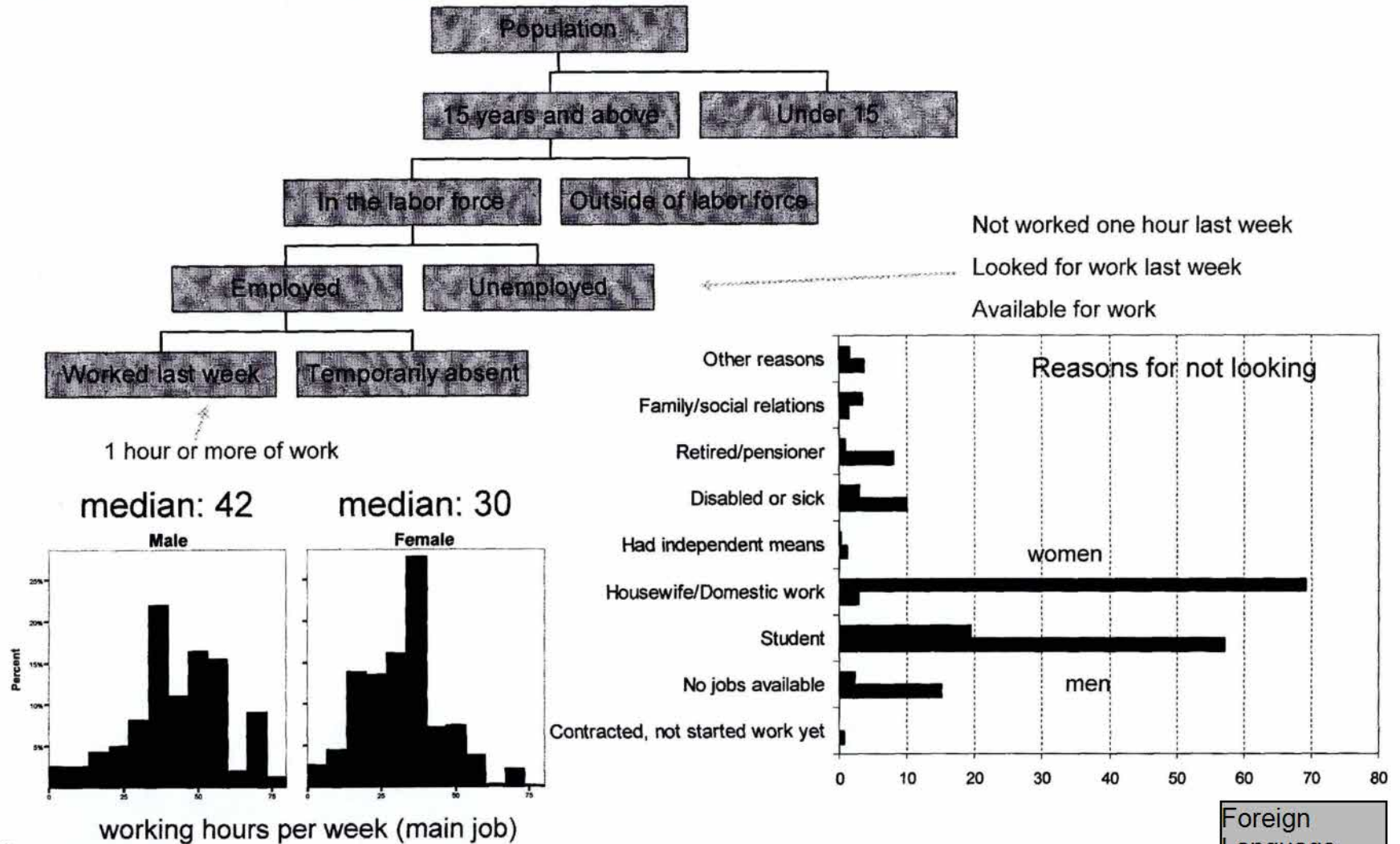




## Unemployment: 10 percent overall

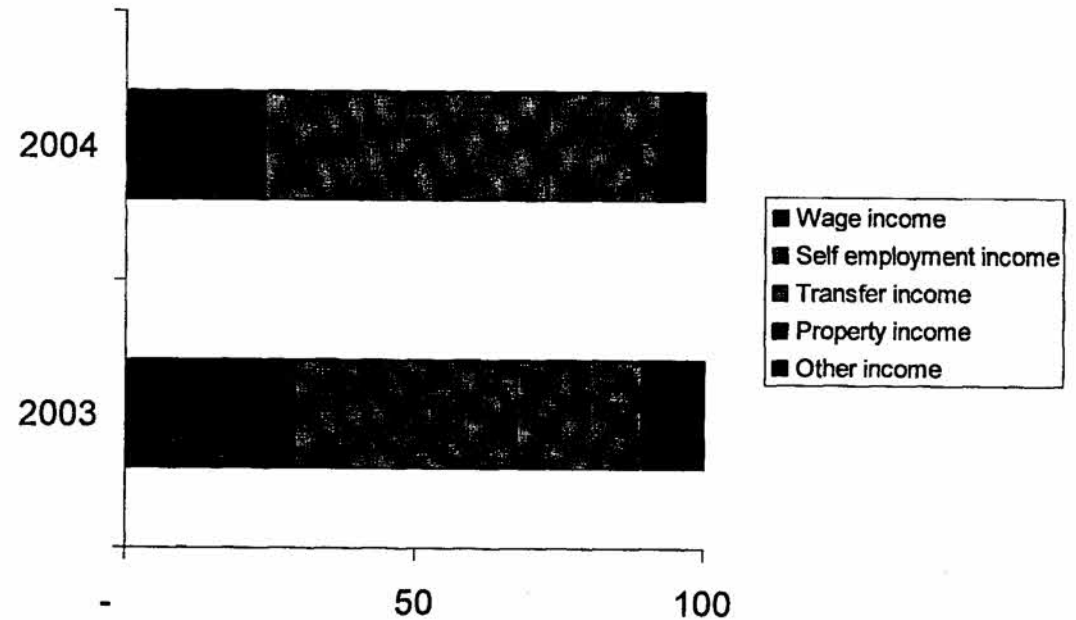


# Not particularly short hours or many discouraged workers

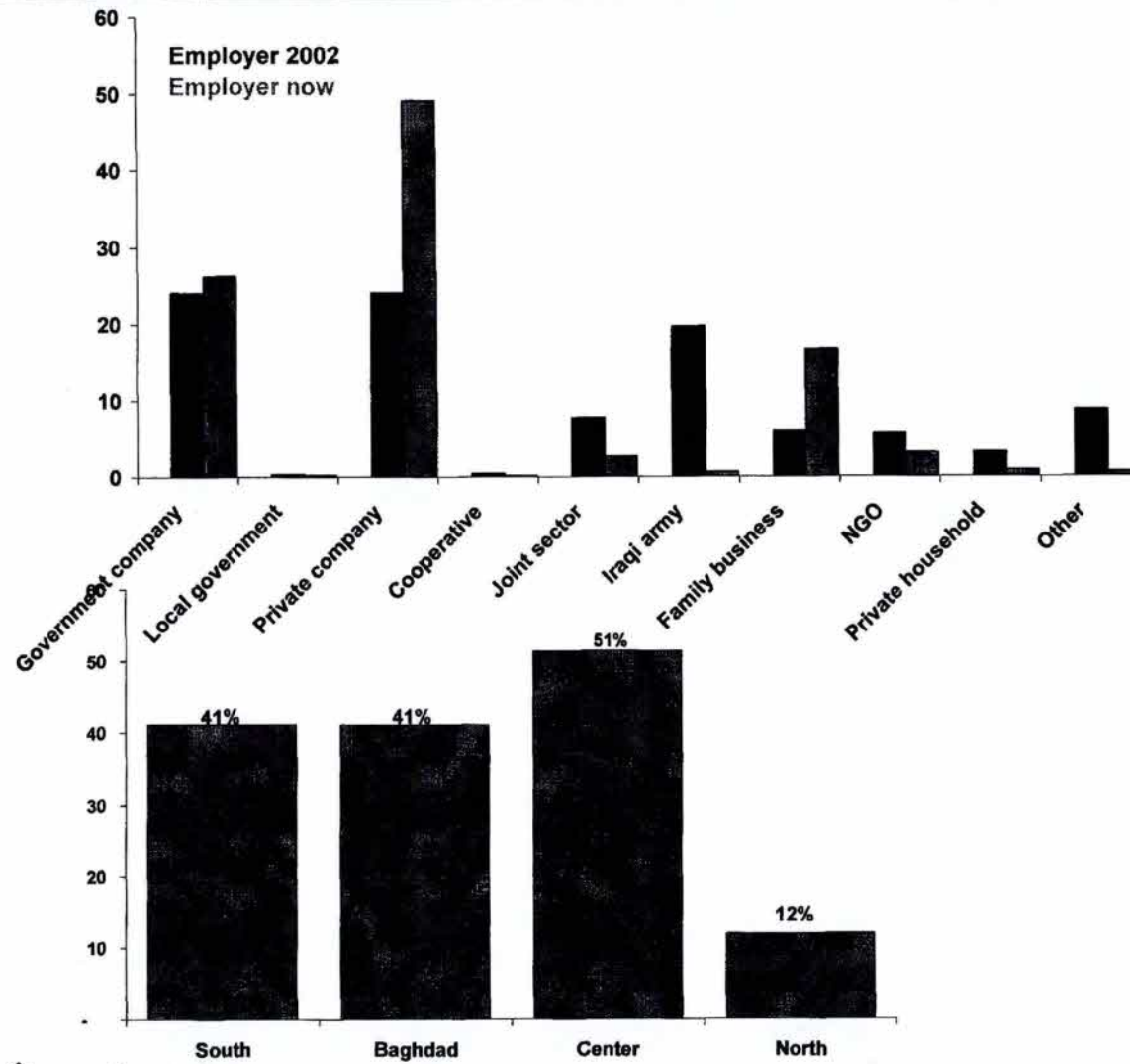


## Income sources

- Self employment have increased importance in 2004 compared to 2003



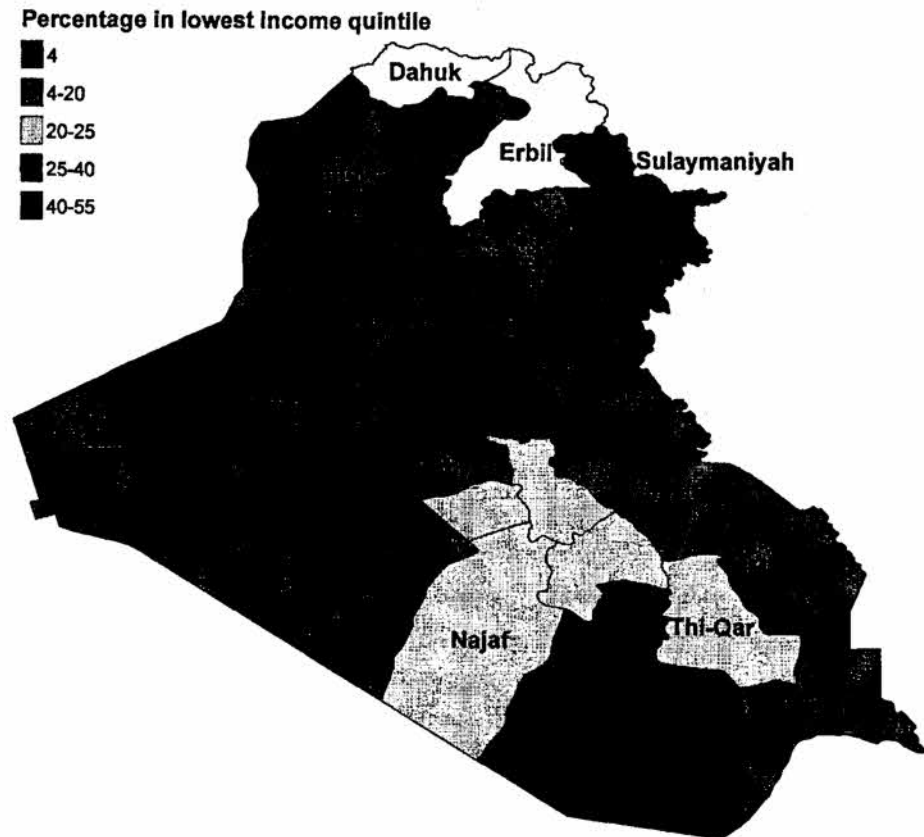
## Change of jobs and employer



- 11 percent of currently employed persons changed main employer since December 2002
- Currently most people employed in private companies
- 2002 most people employed in government companies
- 20 percent lost their job in the army (38 percent in Diala, 37 percent in Thi-Qar)
- Main reason for changing jobs is that the job disappeared after the 2003 war 51 percent in the Center region gave this as the reason.

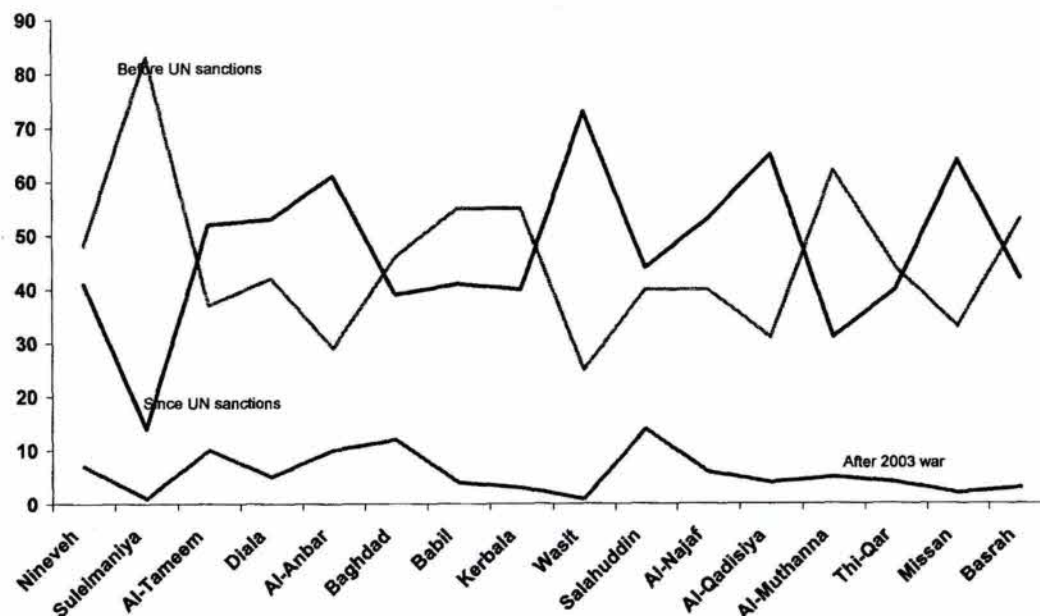
## Distribution of low income

- Per capita household income not strongly dependent on background factors such as age of household head
- .. or sex of household head





**36 percent of households cannot raise 100,000 Dinars and say that the economic situation has been difficult since....**

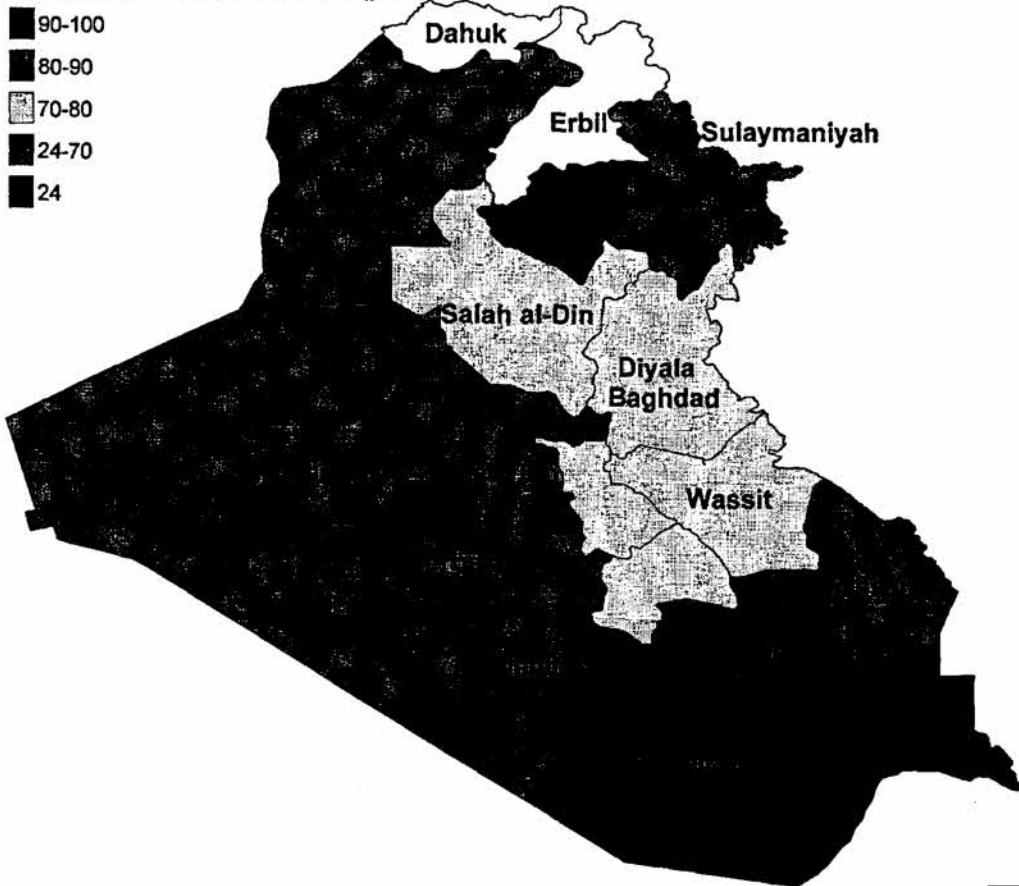


- 46 percent of households say their economic situation was difficult before the UN-sanctions
- 46 percent of households has had a difficult situation since the sanctions were imposed
- 6 percent report economic difficulties since the war in 2003
- In Suleimaniya 83 percent had problems before the sanctions
- No difference between urban and rural areas

## Safe water supply

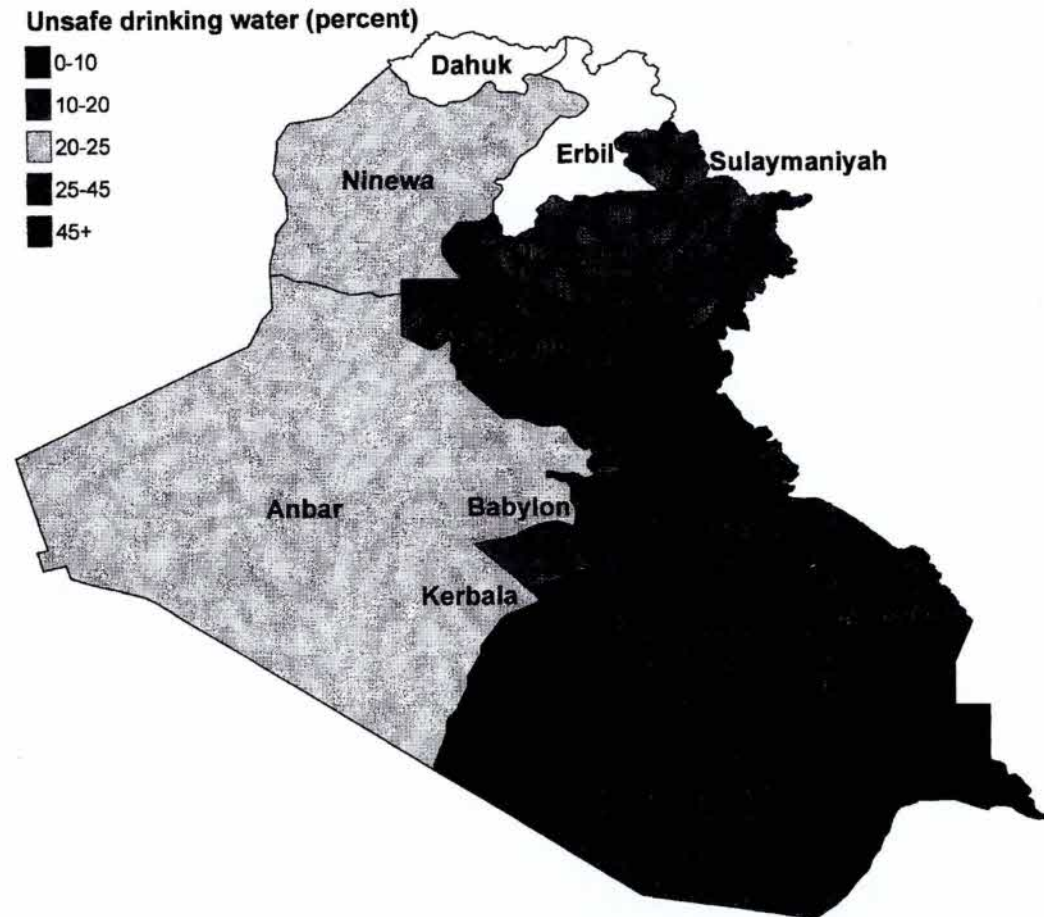
- 53 percent in rural areas
- 92 in urban areas

Households with safe water (percent)



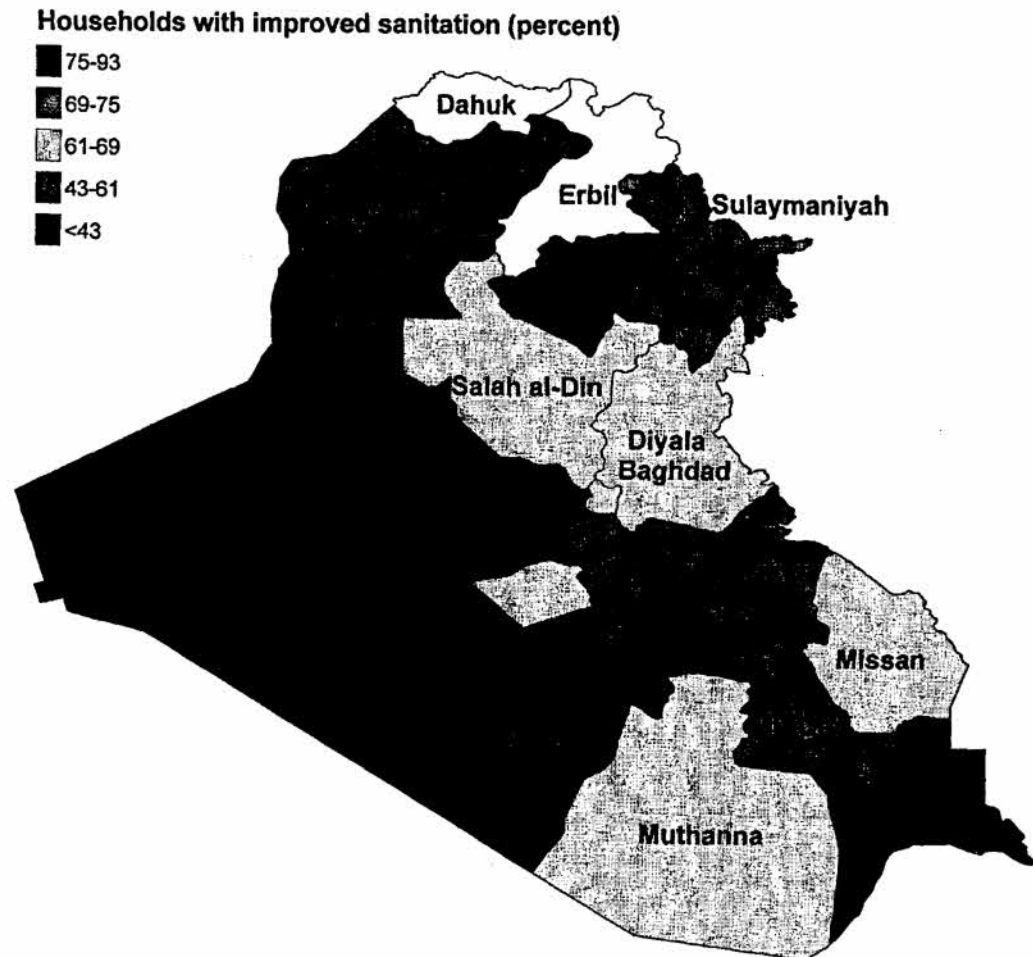
## Unsafe drinking water

- Overall 28 percent with unsafe drinking water
- 60 percent in rural areas
- 18 percent in urban
- 41 percent with unsafe drinking water in the south



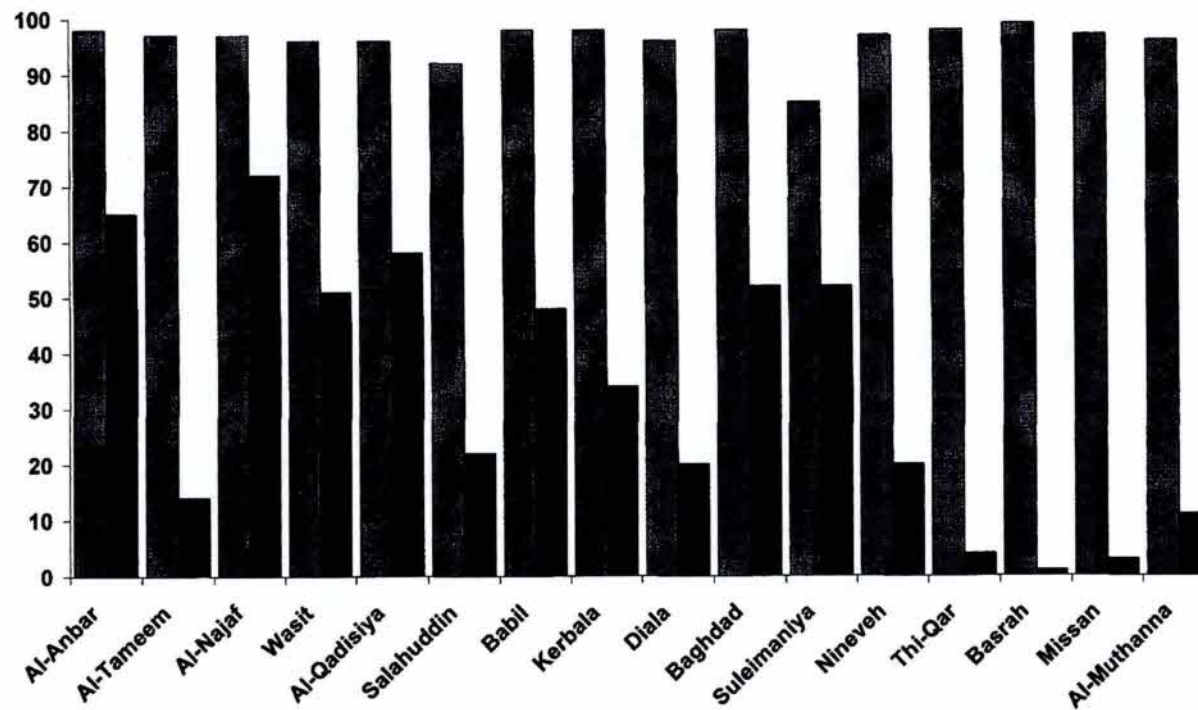
## Improved sanitation

- 65 percent with improved sanitation overall
- 57 percent in rural areas
- 68 percent in urban areas
- Basrah only 42 percent





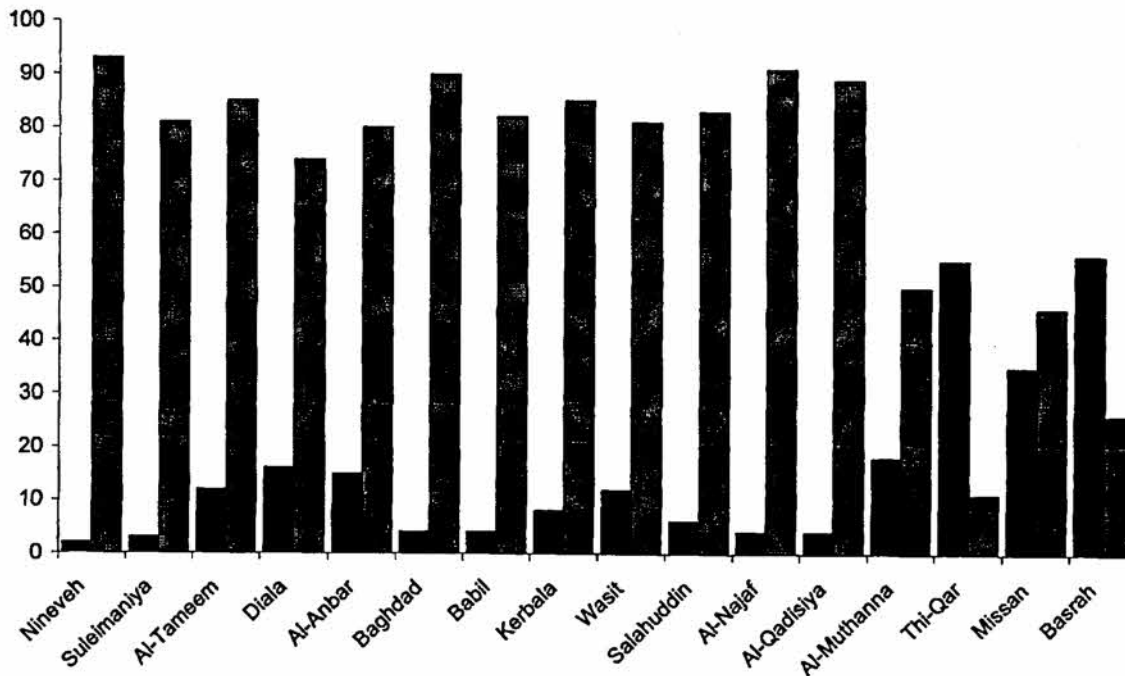
## Nearly all connected to electricity network, but many add generators



- 96 percent of all Iraqi households are connected to electricity networks (*Light blue*), 90 percent in rural areas and 98 percent in urban areas
- 32 percent supplement their electricity with generators (*dark blue*), 25 percent in rural areas and 34 percent in urban areas
- 85 percent in Suleimaniya is connected to network, in the Central region 61 percent have generators
- Much less generators in the South
- Source of electricity the same for all income groups

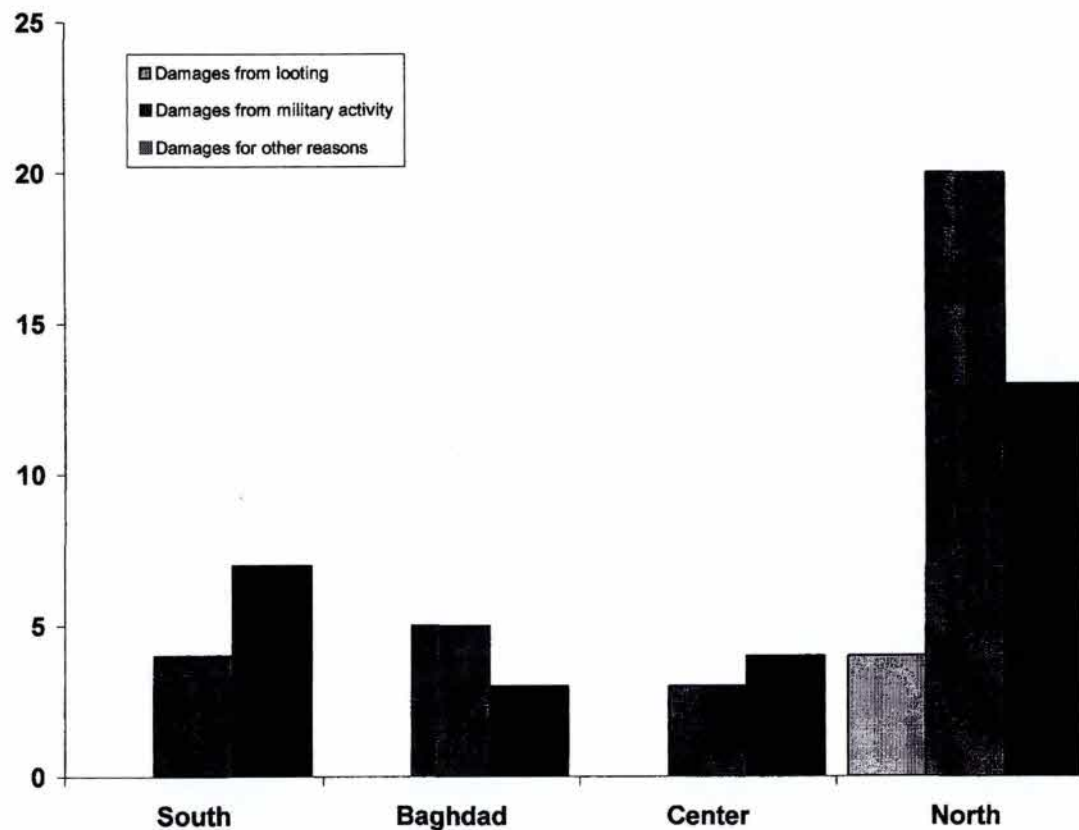


## Stability of electrical supply



- Stability of electrical supply is a general problem, 76 percent of all households report frequent or daily problems
- Urban areas report more problems (78 versus 72 percent)
- 90 percent of households in Baghdad report frequent or daily problems
- "Only" 58 percent in the South report frequent or daily problems
- All social groups experience the same problems

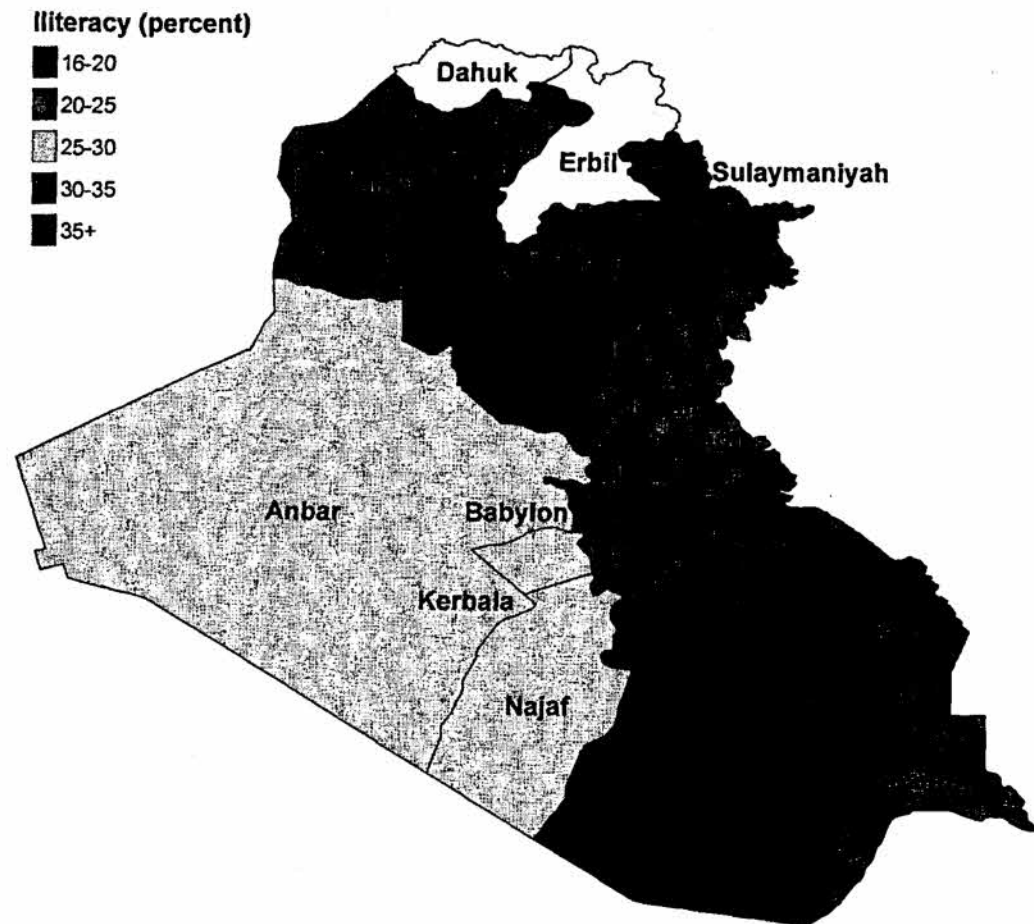
## Damage to dwelling



- 5 percent of all households report damage to dwellings as a result of military activity (from all conflicts)
- Somewhat more in rural areas

## Illiteracy persons aged 15 years and above

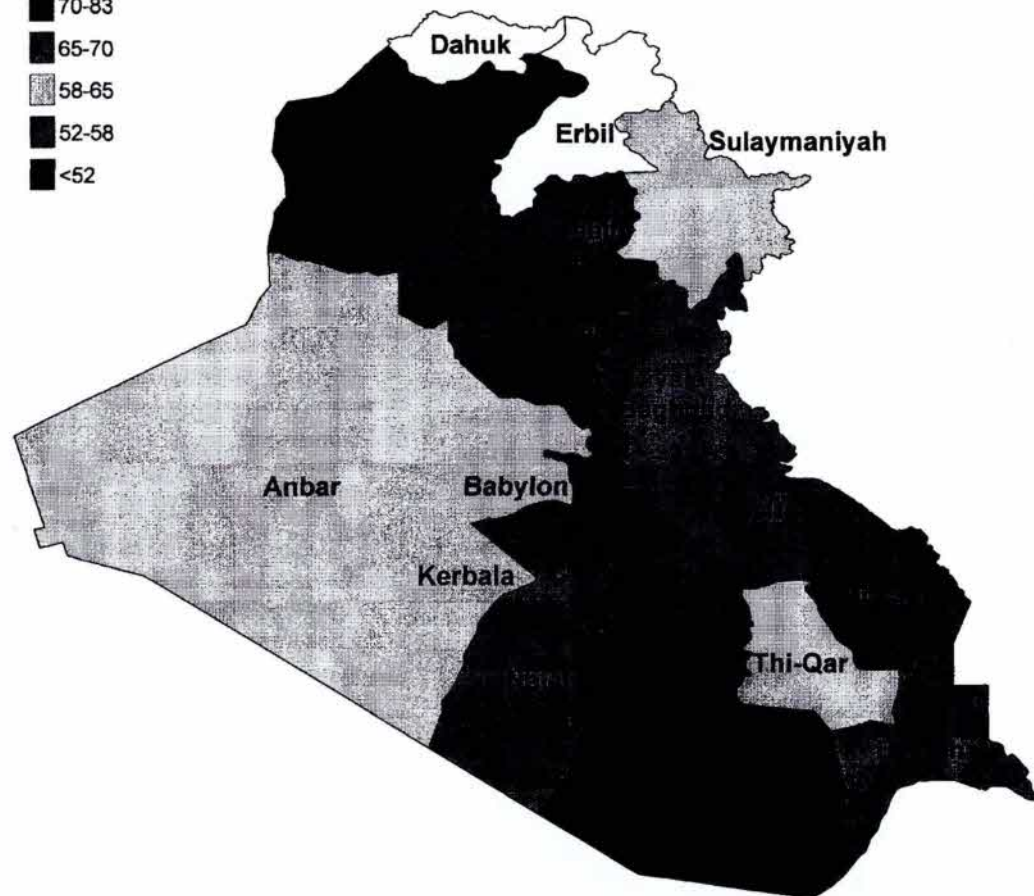
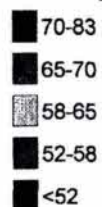
- 26 percent illiteracy overall
- 39 percent in rural areas
- 21 in urban areas
- Highest illiteracy in Muthanna (41 percent)
- 17 percent among men
- 35 percent among women



## Literacy for women aged 15-24 years of age

- Both sexes 70 percent literacy (among 15-24 year olds)
- Women 66 percent
- Men 73 percent

Literacy women aged 15-24 (percent)

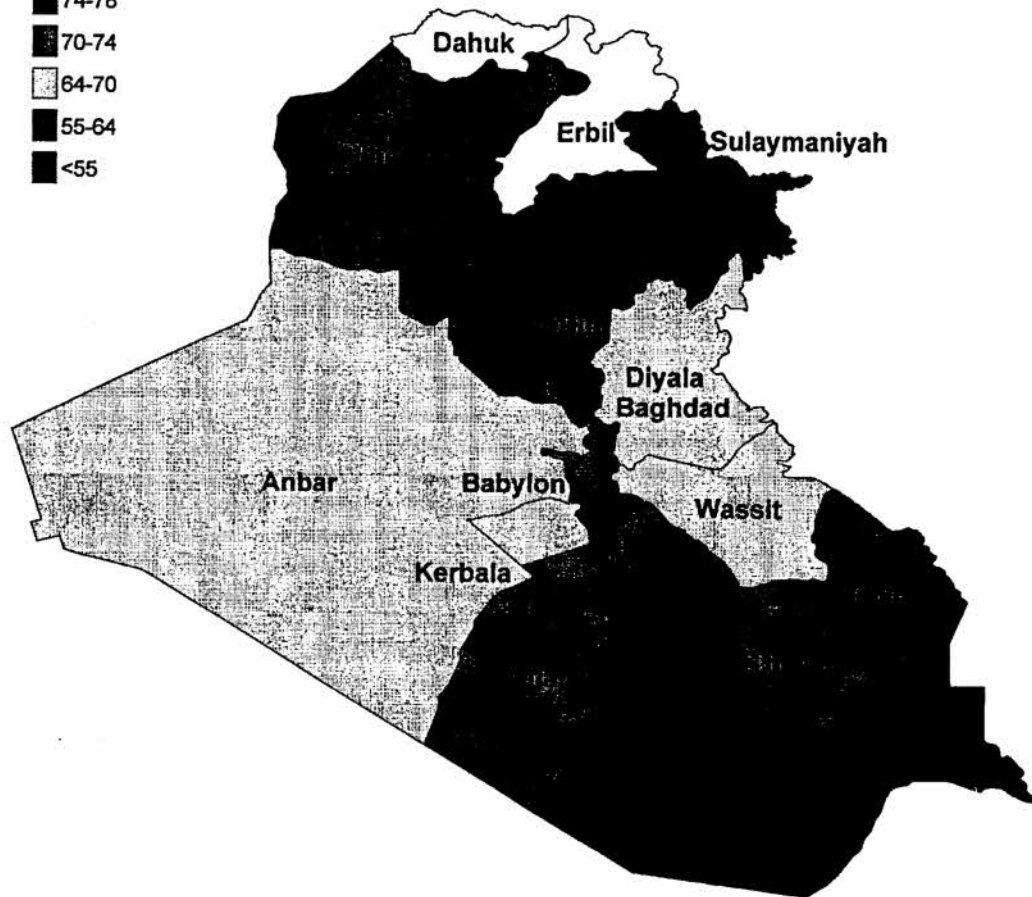
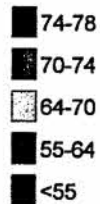




## Net enrolment in primary school for girls

- Net enrolment for girls 70 percent
- 57 in rural areas, 76 in urban areas

Net enrolment in primary school Girls (percent)

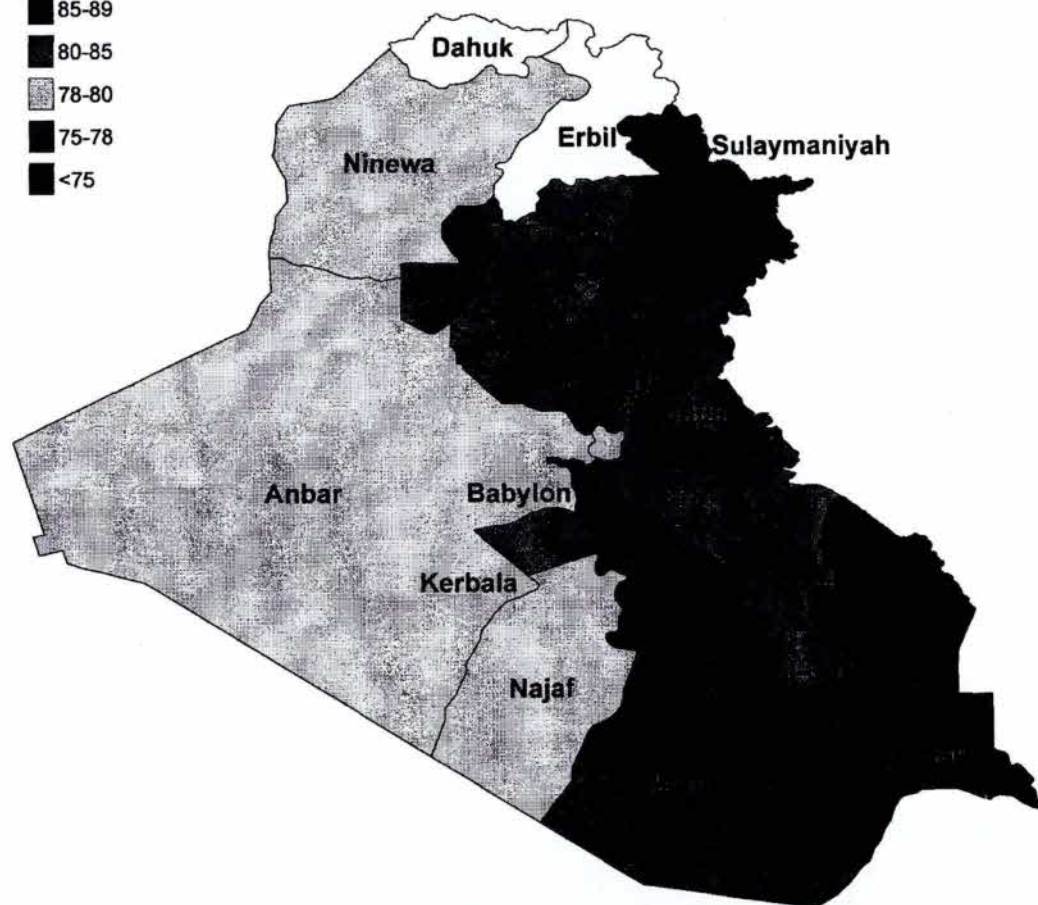
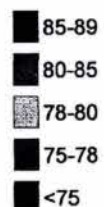




## Net enrolment rate in primary school for boys

- Total net enrolment for boys 80 percent
- 76 percent in rural areas, 82 in urban

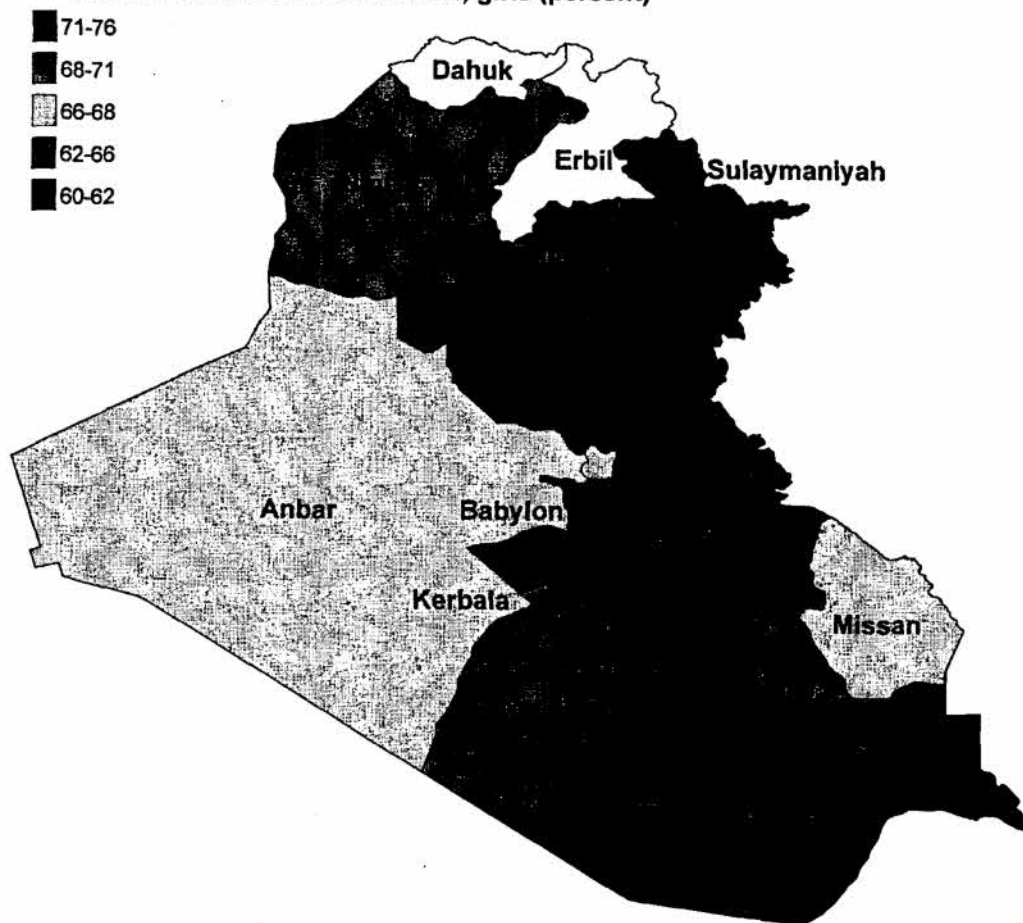
Net enrolment primary school boys (percent)



## Net intermediate enrolment rate - girls

- 69 percent total
- 65 percent in rural areas
- 70 percent in urban
- Suleimaniya highest with 76 percent

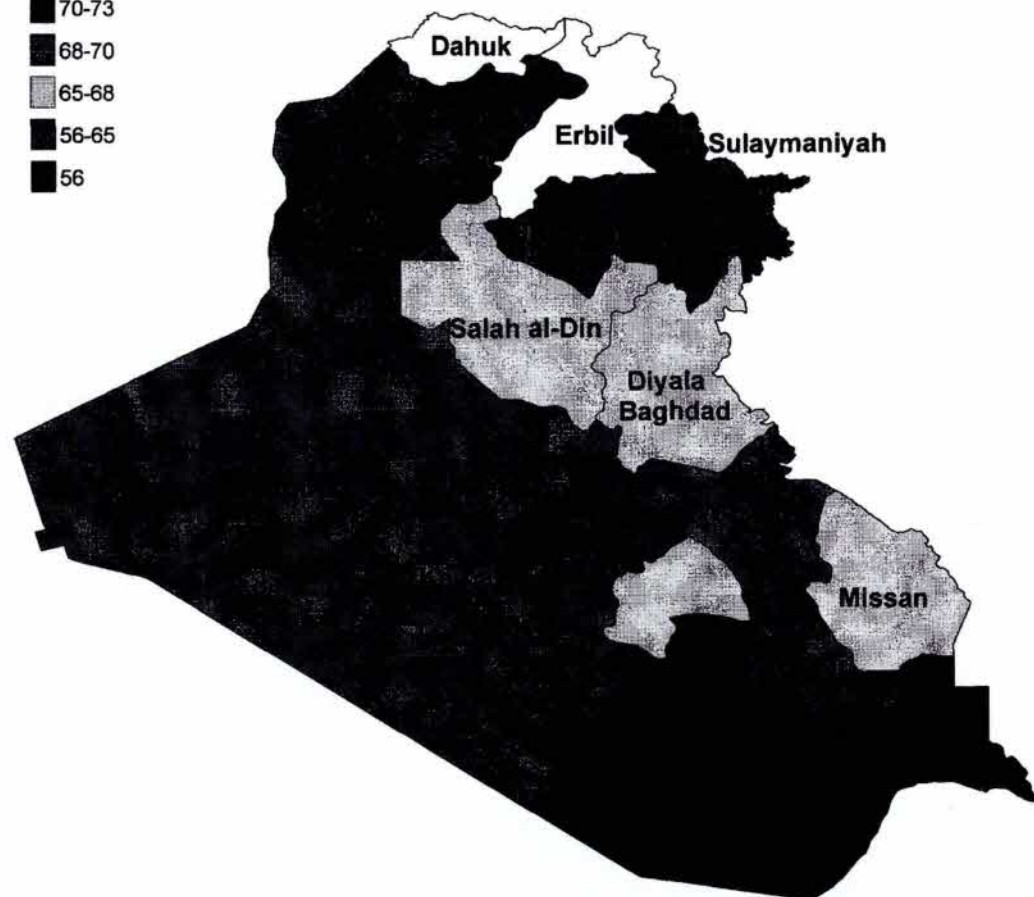
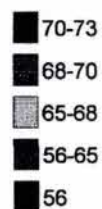
Net enrolment intermediate school, girls (percent)



## Net enrolment intermediate school - boys

- 67 percent enrolment of boys in both urban and rural areas

Net enrolment in intermediate school, boys (percent)



## Preliminary conclusions

- **Iraq is not in a state of total devastation**
  - Small differences with neighbouring states on many basic indicators
  - Relatively low unemployment
  - Limited impact of last war
- **Problems remain**
  - In supply of basic infrastructure, water, sanitation, electricity
  - Widespread economic hardship
  - Malnutrition, education
- **Economy in transition**
  - Increase in private sector and self employment
- **Large differences between regions**
  - The South worst off

## Milestones

- **Technical presentation for UN organisations June 16**
- **Finalisation of tabulation report (Mid September, 2004)**
- **Socio-economic atlas (End September, 2004)**
- **Edited data set (October 2004)**
- **Analytical report (November 2004)**
  
- **Training for CSO staff**
  
- **Release of results and data pending UNDP decision**
- **Recommendations for satisfying data needs**





## COALITION PROVISIONAL AUTHORITY

BAGHDAD

8 March 2004

TO: MINISTER OF FINANCE/MINISTER OF ELECTRICITY

FROM: Senior Advisor, MINISTRY OF INDUSTRY & MINERALS

SUBJECT: Request for SOE Funding

1. Request \$261,600,000 USD for power generation and capital expenditures.
2. BACKGROUND: An occupying power has the legal obligation (Article 55 of the 1907 Hague Convention Respecting the Laws and Customs of War on Land) to preserve dwindling capital assets and to safeguard and preserve whatever residual value country assets might have. Doing so will leave them in a better position to attract needed foreign investment. Circumstances of an occupation that will significantly alter the value of State Owned Enterprises (SOEs) include:
  - The re-direction of power to the populace which effectively stops any relevant production
  - Bank accounts frozen that cuts off needed operating capital
  - Cancellation of intergovernmental debts that negatively impact cash flow;
  - Facilities, inventory, and supplies damaged or looted during the war.

It is a fact that most of Iraq's SOEs, while admittedly run inefficiently, have suffered severe debilitation through post war neglect and are operating well below pre-war capacity.

The Ministry of Industry & Minerals has identified three key sector SOEs as priorities. They are cement, fertilizer/phosphates and petrochemicals. For purposes of this memorandum, only cement and fertilizer/phosphate will be addressed for expediency purposes.

**CEMENT:** With the upcoming construction needs of the country, to include a US Supplemental 18.6 Billion Dollar reconstruction infusion, cement plants are an absolute priority. They make up the majority of the request herein. The cement SOEs are the only cement producers in the country. They produce Portland cement, sulfur resistant cement, white cement and lime. In the past, Iraq exported cement; now it is importing cement. Cement importation is expensive to transport and will add significant expense to the project bottom lines. Limited local cement can also mean higher prices. Additionally, importation of cement will increase congestion of heavy equipment traffic into Iraq from all main supply routes at a time when maximization of transit systems is critical.

Excluding the two cement plants in the Kurdish region, the design capacity of the plants total 14 million tons a year. Pre-war levels (determined as 2002) produced 7.4 million tons. Currently, through the third quarter, the estimate is that production will come in, if current conditions continue, at under 1 million tons for the year.



Customers included other Ministries and SOEs, private customers, private construction companies and export. Anecdotal investigation reveals opportunity revenues already lost. A small example is right here in Baghdad. Huge quantities of cement are being purchased by US Army Corps of Engineers, CJTF-7, KBR, local contractors and others. Much of it is being imported from Kuwait, Syria, Turkey and Lebanon. If the cement factories were operating at each one's respective maximum available capacity now, much of the supply could be coming from within the country and ensuring that the money stays and invigorates the economy.

The Ministry of Industry & Minerals is working a number of different avenues for both power generation and major rehabilitation of these key SOEs. Base working capital is necessary, combined with the increased MW, to return the plants to minimum production capacity, in essence, enough capacity to start producing quantities necessary to provide a percentage of the cement needs for the country's upcoming needs.

**FERTILIZER/PHOSPHATES:** One fifth of Iraq consists of farmland, and the need for fertilizer is great. Barley and wheat, dates, rice, cotton, sugarcane and sugar beets have significant commercial value. A country that once led the region in fertilizer exports is now importing the commodity at huge costs. Primary products include Triple Super Phosphate TSP, NSP, urea and ammonia. The Ministry of Agriculture and Ministry of Oil (Oil for Food Program) has spent (and will continue to spend) millions of dollars importing fertilizer products the past year. Demands for these products remain high and potential outlook could be favorable.

**3. ISSUES:** The primary hurdles to normal capacity include lack of electricity, lack of capital to conduct capital expenditure upgrades and, in some instances, a reliable source of fuel.

While it is true that operating and/or capital funds may be necessary to bring these some of these plants to maximum capacity in production, without the required electrical power, complete assessments can not be conducted nor repairs made. It is important to note that, with power to factories-particularly old ones- inconsistent power is worse than no power.

Security is also an overriding issue. According to numbers provided the total employees of the three main companies: Northern Cement- 2,300; Central- 3,400; and Southern Cement- 5,200. These people need to be back at work. The more idle the work force, the more dangerous to the civilian population and Coalition Forces. The SOE factories serve as a source of pride to the people that work there. Many are 2<sup>nd</sup> generation in the same factory. When the plants are not operating it is viewed as a personal affront and angers the employees.

**4. PRIORITIES:** Following are the critical SOEs and base requirements for power and capital equipment:

Priority #1a - State Company for Phosphates in Al Qaem: Governate of Anbar. Produces TSP and NP, primarily for Ministry of Agriculture. Employs 2,212 people.

Max MW Requirement is 60 MW. Recommend the purchase of fifteen (15) Warzilla Diesel generators @ 4 MW each. Price: 15 @ 1.2 M USD = \$18,000,000 USD

The phosphate plant produces TSP and NP for the Ministry of Agriculture - critical components for the production of fertilizer. The Phosphate plant employs 3,212 and offers a cheap local supply of raw material.

Ten million (10M USD) is required to get this factory operating. It is estimated that pre-war production provided approximately 40-50% of the Ministry of Agriculture requirements. This 10M USD would be distributed between three company plants: the TSP plant, the NP plant and the Phosphate Plant. The funds would be used primarily for repair parts and some operational rehabilitation. Approval of this request, coupled with the 5 million previously allocated from the Ministry, will not bring the factory or either design or maximum capacity but will get the plant operating and going in the right direction.

Priority #1b - Central (Iraqi) Cement Company in Al Qaem; Governate of Anbar.

Max MW Requirement is 22.5 MW. Recommend the purchase of six (6) Warzilla Diesel generators @ 4 MW each. Price: 6 @ 1.2 M USD = \$7,200,000 USD

Finally, the plants are located in the Sunni Triangle. The Coalition and IGC have voiced a vested interest in bringing stability and economic growth to this region.

Total Power Costs for Priority 1 a & b: \$25,200,000 USD

Total Capital Expenditure Costs: Phosphate Company- \$10,000,000 USD

Priority #4: Central (Iraqi) State Company for Cement- Manufacturers of Portland cement, sulfur resistant cement, white cement and lime. Five companies, each serving different areas of central and west central Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the five companies depending on need and criticality. For example, sulfur resistant will have the higher demand during the reconstruction phase of the Country and, therefore, may receive more funding than a factory producing white cement (finish cement) so that it can achieve higher capacity. The Director General has provided a list of multiple requirements, (pinions, kilns, hard gears, etc.) to the Ministry who would require a detailed plan of action before any funding is released.

-Al Fallujah; 500 employees. Requires 11 MW; 3 ea Warzilla Generators @ 4 MW each = \$3,600,000 USD

-Al Qaim; 800 employees: discussed above as priority #1

-Kirkuk; 750 employees. Requires 34 MW; 9 ea Warzilla Generators @ 4 MW each = \$10,800,000 USD

-Kubaisa; 800 employees. Requires 40 MW, 10 ea Warzilla Generators @ 4 MW each = \$12,000,000

-Baghdad; 600 employees.



Total Power Costs for Priority 4: \$26,400,000 USD  
Total Capital Expenditure Costs: \$5,000,000 USD

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Priority #5: Southern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, and lime. Eight companies, each serving different areas of southern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the eight companies. The Director General has provided a list (pinions, kilns, hard gears, etc.) of requirements to the Ministry who would require a plan before any funding is released.

- Old & New Kuffah; 2,000 employees. Requires 5 MW and 29 MW, respectively. They are not co-located. Old Kuffa should obtain 1 ea Warzilla generator at \$1,200,000 and a bank of Warzilla Generators for New Kuffa. 8 ea @ 4 MW= \$9,600,000 USD

- Karbala; 800 employees. Requires 34 MW. 9 ea Warzilla Generators at 4 MW each = \$10,800,000 USD

- Karbala/Lime. Needs 4 MW @ 1 Warzilla Generator= \$1,200,000 USD

- Muthana/Samawa; 750 employees. Already taken care of.

- South Plant/Sumawa; 750 employees. 15 MW required. 4 ea Warzilla generators @ 4 MW= 16 MW at \$4,800,000 USD

- Um Qasr; 5 MW required. 1 Warzilla Generator requested = \$1,200,000 USD

- Sadat Al Hindia/Babil. 7 MW required for 2 ea Warzilla Generators \$2,400,000 USD

Total Power Costs for Priority 5: \$31,200,000 USD  
Total Capital Expenditure Costs: \$5,000,000 USD

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Priority #6: Northern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, white cement, and superfine. Four companies, each serving different areas of northern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the four companies. The Director General has provided a list of requirements (pinions, kilns, hard gears, etc.) to the Ministry who would require a plan before any funding is released.

- Mosul/Badoosh; 1,000 employees. 50 MW required. 13 ea Warzilla Generators = \$15,600,000 USD

- Hamam Alil; 600 employees. 15 MW required. 4 ea Warzilla Generators = \$4,800,000 USD

- Sinjar/Mosul; 700 employees. 35 MW required. 9 ea Warzilla Generators = \$10,800,000 USD

- Sabonjh/Badoosh; 5 MW required. 1 ea Warzilla Generator = \$1,200,000 USD

Total Power Costs for Priority 6: \$34,400,000 USD  
Total Capital Expenditure Costs: \$5,000,000 USD

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Priority #2: State Companies for Fertilizer- Northern Region. Located in Bayji in the Province of Saladin. According to management, the plants were built in 1986 for \$360 M USD. Produces primarily urea. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Pre-war levels provided approximately 70% of the Ministry of Agriculture requirement. Provided that electricity brings the plant back up so that it can run all lines, there are still minimal capital expenditures required for operation. Fifteen million (\$12M USD) is needed for a waste heat boiler, rehabilitation of its intake system, repair parts and a condenser. 1,514 employees

Max MW Requirement at two different plants is 15 MW and 10 MW respectively. Since natural gas is a fuel stock for fertilizer plants, recommending 1 each GE Frame 5 for each site at 24 MW a piece. The remainder will go back to the grid. Cost:  $2 \times \$1,200,000 = \$2,400,000$

Total Power Costs for Priority 2: \$2,400,000 USD  
Total Capital Expenditure Costs: \$12,000,000 USD

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Priority # 3: State Companies for Fertilizer – Southern Region. Power needs are already resolved according to MoE. The DG of Planning for the Ministry of Industry & Minerals is finalizing the details of a plan to get design capacity from these critical SOEs. \$15,000,000 is required to bring capacity to productive levels. These funds are for repair and rehabilitation of the reactor, repair of the cooling tower, and general repair parts.

Total Power Costs for Priority 3: \$0 USD  
Total Capital Expenditure Costs: \$15,000,000 USD

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Miscellaneous Discussion: Use of the Warzilla generators is preferable because they (1) are strong, robust and easy to maintain and (2) they use crude/residual fuel. Meeting with MoE/CPA confirms that it is plentiful but that a coordinated effort must and will be made between MoE and MIM to ensure proper allocation and transit as well as to minimize or eliminate black market sales of Iraqi crude. The generator banks would be co-located at the various transformer substations and the fences would be extended to enclose the generators. We would request that MoE add the maintenance of these generators to their normal scheduled maintenance at the sites. The excess capacity generated by this source would transmit back to the grid.

Totals:

- (1) Total costs for new power generation requested herein is: \$119,600,000 USD
- (2) Total capital expenditures necessary to get base operation started: \$142,000,000

5. Conclusion: Although the Minister of Industry & Minerals believes, philosophically, that his ministry's State Owned Enterprises (SOEs) need to be replaced by private sector entities, in the



short run (2-5 years), it is important for economic stabilization and security within Iraq to get certain, pre-designated SOEs operating to its full capacity.

Foreign Language

2004/ Foreign

Foreign  
Language

To: (b)(6)  
Senior Advisor  
MIM

Sub./ Natural gas


Dear (b)(6)

The State Company for Electrical Industries informed<sup>us</sup> that supply of natural gas to its Bulb Plant in Baiji had been cut since 23<sup>rd</sup> of April causing stoppage of the plant.

The matter was followed with State Company for Pipelines in Taji & were informed there is coordination in this respect with the Coalition Authority.

You are kindly requested to take necessary action with the relevant authorities in this matter in order to resume supply of natural gas to the Bulb plant as well as Nasir State Company which was also included in cutting the gas supply.

Kind regards



Sami R.AL-Araji  
Director General of planning  
MIM

18/5/2004

(b)(6)

**From:** (b)(6)

**Sent:** Wednesday, May 12, 2004 9:45 AM

**To:** (b)(6)

**Cc:**

**Subject:** Cost to equip the 53 SOE's

The cost to equip the 53 SOE's in the MIM is \$41,806.00-----53X\$7,888.00.

The saving to the 53 SOE's is \$33,500 .00 per month at 20% of the total monthly salary of \$167,502.00

The total saving to the 53 SOEs will be \$402,000.00-----12X \$33,500.00

5/12/2004

(b)(6)

**From:** (b)(6)  
**Sent:** Sunday, June 06, 2004 9:38 PM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: Electricity to Industry in Iraq

Minister al-Hassani is very aware and concerned about this turn of events. Yesterday he mentioned it to the Prime Minister. He has already met (last night and this AM) with the two deputy ministers of MoE (the Minister is out of the Country) and they will be meeting soon to work through this. Today the Minister also met with Bremer (I was there) and discussed the matter and the seriousness of it.

Recommend that you send the letter also to MoAgriculture. He will be no more pleased then we are.

Alternate generator ideas?

(b)(6)

**Colonel, USA**  
**Military Assistant to Amb Jones**

(b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** Sunday, June 06, 2004 11:48 AM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** Electricity to Industry in Iraq

(b)(6)

You have heard the latest that the Ministry of Electricity intends to shut electricity to all the SOEs in Iraq from 15<sup>th</sup> of June to 15<sup>th</sup> of September effectively closing down the industrial sector in Iraq.

Please see my draft letter to the Minister regarding the issue.

Kind regards

(b)(6)

Trade and Industry Team Leader  
Department for Economic Planning and Development  
Coalition Provisional Authority South (CPA S)

(b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** 06 June 2004 10:25

6/8/2004



To: (b)(6)  
 Cc: (b)(6)  
 Subject: FW: Launch of Tenders

(b)(6)

Please make this happen. Also, I think there is some requirement regarding Letters of Credit to ensure that the contract is not cancelled by Iraqi government after 1 Jul. This is important to the MIM. If you need some assistance or interference, see me.

(b)(6) send it up asap.

(b)(6)

Colonel, USA  
 Military Assistant to Amb Jones  
 714.360.2808

-----Original Message-----

From: (b)(6)  
 Sent: Sunday, June 06, 2004 10:15 AM  
 To: (b)(6)  
 Cc: (b)(6)  
 Subject: Launch of Tenders

(b)(6)

The British Government has decided to pull out the T&I team prematurely. Most of the team will be going on the 9<sup>th</sup> and 10<sup>th</sup> of June. I will be staying on until 14<sup>th</sup>. (b)(6) the Regional Coordinator for CPA S has decided that I am not allowed to travel up to Baghdad before leaving due to the prevailing security situation.

The result is that we desperately need your help to get the tenders for the State Company for Fertilizer/Southern Region and the State Company for Petrochemical Products off the ground.

The tenders are now ready and will be sent up to you with a copy to the Ministry of Industry in the coming days.

**Action Required before the tenders are launched.**

1. Get Ministry of Industry to review tender documents and ok them.
2. Please speak with PMO (b)(6) our POC has nominated (b)(6) as POC in his absence. (b)(6) has not been responsive to the emails we have sent through. I would greatly appreciate if you could sit down with him and explain the following which already has been agreed with Jim during my last visit to Baghdad
  - a) PMO will be acting as the contracts office for the tenders. They will NOT be expected to provide project management not technical advice when the tenders are assessed. The only services they are expected to provide are reviewing of tender document, launch of tender, award of contract and manage the payment cycle.
  - b) The Ministry of Industry needs to nominate a capable petrochemical engineer and an engineer with the detailed expertise on the production of urea fertilizer. These two individuals will advise the PMO on technical aspects of the tender

6/8/2004

evaluation.

- c) The State Company for Fertilizer and the State Company for Petrochemical Products need to establish a technical committee that will respond to questions from the tendering parties during the tender process.
- d) The State Company for Fertilizer and the State Company for Petrochemical Products need to nominate a full time project manager responsible for the implementation of the project. CPA S will deal with this issue.

- 3. Prepare for tender launch. Paul Attenborough my colleague that has prepared the tenders will be available to answer questions by email until 30<sup>th</sup> of June.

I would greatly appreciate your urgent response to this email. I am leaving in one week and have much less time than anticipated to deal with this issue. (my departure date was pushed forward by a week this morning)

Please let me know if you have any other comments or thought on how we can get the tender off the ground. If you don't have time to deal with this issue, please nominate someone else capable to take this forward. This is of paramount importance for the development of the Industry in Southern Iraq.

Kind regards

(b)(6)

(b)(6)

Trade and Industry Team Leader  
Department for Economic Planning and Development  
Coalition Provisional Authority South (CPA S)

(b)(6)

6/8/2004

Foreign Language



Foreign Language

according to the Minister's  
instructions, electric power  
shall be stopped from  
all plants belonging to MIH  
for the period of 15.6.2004  
to 15.9.2004

Abdul Kareem Fawaz Kubaisi  
director of distribution 06 of

Foreign Language



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

(b)(6)

Senior Adviser  
Ministry of Industry and Minerals  
C/O Coalition Provisional Authority  
Republican Palace  
Baghdad, IRAQ  
19/5/2004

Dear (b)(6)

**Re: Urea order for 2004/05 winter season from Basrah Urea factory**

Further to discussions that we have conducted and between the Ministry of Agriculture and the Basrah Urea Plant, I am writing in an effort to quantify urea requirements in Iraq over the next year.

As you are aware, the MOA subsidize inputs to the winter wheat crop in Iraq. They centrally procure inputs such as fertilizers, pesticide and herbicide and distribute them to farmers from their Govern ate offices at discounted prices. As such, the MOA represent the major customer for your fertilizer factories in Iraq at this point in time.

This system of subsidized inputs has been in operation for many years and will continue for the 2004/05 growing season. According the *Transition Plan for Agriculture* such subsidies will be progressively phased out over the next four years. This strategy will significantly influence your Ministries fertilizer marketing in years to come.

I have discussed the MOA's urea requirements for the coming season with senior ministry officials and determined the MOA only subsidize the production of winter wheat. Further, the subsidies only extend to:

- wheat grown under irrigation; and
- dryland wheat grown in areas with an annual rainfall in excess of 400mm/annum.

With these caveats in mind, I have prepared the attached estimates of the MOA's urea requirements (see attached Tables).





COALITION PROVISIONAL AUTHORITY  
BAGHDAD

As you can see, the MOA's urea requirement for the 2004/05 winter season is in the order of **357,000 tonnes**.

You can also observe that the winter barley crop will require in the vicinity of 269,000 tonnes of urea. This fertilizer will not be subsidized by the Ministry, however, the information presented in the attached table should provide you with an indication of the likely requirement by governorate.

You should also be aware of the 135,000 tonne urea requirement of the summer crops grown in Iraq. I have provided a summary of these crops and their fertilizer requirements on the attached table. Once again, the Ministry does not subsidize these inputs and will not play a role in the disbursement of inputs for these crops. However, the tables will provide you and your factor managers with an indication of the urea requirements by governorate.

I trust this letter furnishes you with the information the Ministry of Industry and Minerals requires accurately plan production requirements over the coming months. The Minister of Agriculture Dr Al Abood discussed the issue with the Minister of industry and Minerals earlier in the week and both organizations are keen on progressing the matter. Please instruct the Director General of the Basrah plant to liaise with the Ministry of Agriculture and the State Company for Agricultural Supplies in relation to the logistics of purchasing, transporting and storing urea over the coming months.

Finally, can I suggest that the Minister of Agriculture and Minister of Industry and Minerals release a joint press statement to the effect that Iraq is now largely capable of meeting its own fertilizer requirements, and as such, many of the problems experienced this past season will be alleviated in the future.

Yours truly,

(b)(6)

Senior Adviser  
Agriculture  
CPA, Baghdad

CC. HE Min. Dr Al Abood

Att.



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

**Ministry of Agriculture - input plan 2004/05 - summer crops**

Directorate/SOE	Warehouse location	Sunflower	Cotton	Yellow corn	White corn	Rice	Sesame	Lentil	Other veg.	Urea (T)
Al Basrah	Al Basrah			10000	11260					1595
Maysan	Al Amarah			25000	60000	8000	1000	1000	60000	6895
Dhi Qar	An Nasiriyah	3635	70	15890	33805	19050	13030	14100	39430	5244
Al Muthanna	As Samawah	3000		2000	30000	16000	7000	6000	10175	3440
Wasit	Al Kut	35000	15000	150000	5000	12000	6000			16155
Al Qadislyah	Ad Diwaniyah	3000	4000	13000	12000	100000	7000	3000	50000	8900
Karbala	Karbala			25000	2000		3000	5000	6500	2025
An Najaf	An Najaf			3000		195000			25000	12900
Babil	Al Hillah	16000	3000	180000						14923
Diyala	Ba Qubah	20000	11000	90000	100		15000	20000		9082
Baghdad	Baghdad	9935	17260	81590	4840		3135	7095	193819	8522
An Anbar	Ar Ramadi	10000	10000	21000						3075
Salah ad Din	Tikrit	21600	41900	70900	8000		31500	7500	201765	10680
At Tamim	Kirkuk	28000	60000	120000						15600
Ninawa	Al Mawsil	2000	25000	24000						3825
<b>Total</b>	<b>Total</b>	<b>152170</b>	<b>187230</b>	<b>831380</b>	<b>167005</b>	<b>350050</b>	<b>86665</b>	<b>63695</b>	<b>586689</b>	<b>134861</b>



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

**Ministry of Agriculture - input plan 2004/05 - winter crops**

Directorate/SOE	Warehouse location								
		Wheat (Do)	rainfed (Do)	Irrigated (Do)	Urea (T)	Barley (Do)	rainfed (Do)	Irrigated (Do)	Urea (T)
Al Basrah	Al Basrah	73200	0	73200	4392	35350	0	35350	3660
Maysan	Al Amarah	264000	0	264000	15840	151000	0	151000	13200
Dhi Qar	An Nasiriyah	129003	0	129003	7740	220688	0	220688	6450
Al Muthanna	As Samawah	59000	0	59000	3540	135000	0	135000	2950
Wasit	Al Kut	746856	0	746856	44811	211439	0	211439	37343
Al Qadisiyah	Ad Diwaniyah	291093	0	291093	17466	273985	0	273985	14555
Karbala	Karbala	26000	0	26000	1560	8000	0	8000	1300
An Najaf	An Najaf	193000	0	193000	11580	6104	0	6104	9650
Babil	Al Hillah	303138	0	303138	18188	54162	0	54162	15157
Diyala	Ba Qubah	352947	0	352947	21177	110243	0	110243	17647
Baghdad	Baghdad	202200	0	202200	12132	24725	0	24725	10110
An Anbar	Ar Ramadi	173092	0	173092	10386	10639	0	10639	8655
Salah ad Din	Tikrit	629175	196000	433175	37751	71173	38273	32900	31459
At Tamim	Kirkuk	794250	322500	471750	47655	87000	56000	31000	39713
Ninawa	Al Mawsil	3052175	2915875	136500	102553	1960000	1960000	0	57076
<b>Total</b>		<b>7289129</b>	<b>3434175</b>	<b>3854954</b>	<b>356770</b>	<b>3359508</b>	<b>2054273</b>	<b>1305235</b>	<b>268923</b>



provided a list (pinions, kilns, hard gears, etc.) of requirements to the Ministry who will review an action plan before funding is released.

Northern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, white cement, and superfine. Four companies, each serving different areas of northern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the four companies. The Director General has provided a list of requirements (pinions, kilns, hard gears, etc.) to the Ministry who would require a plan before any funding is released.

State Companies for Fertilizer- Northern Region. Located in Bayji in the Province of Saladin. According to management, the plants were built in 1986 for \$360 M USD. Produces primarily urea. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Pre-war levels provided approximately 70% of the Ministry of Agriculture needs for urea. Provided that electricity brings the plant back up so that it can run all lines, there are still minimal capital expenditures required for operation.

Fifteen Million (\$15M USD) is needed for a waste heat boiler, rehabilitation of its intake system, repair parts and a condenser. 1,514 employees

State Company for PetroChemical Industries: Over 3,500 employees are sitting idle while being paid. Company located in Kohr az Zubair, Basra Province. It has six different production lines: Ethylene, Chlorine, Caustic Soda, LDPE, HDPE, VCM and PVC. Production before the war was 30% of design capacity. Recently signed a contract with GE for rehabilitation of its four gas turbines (25Mw) each; has not started due to contractor security concerns.

10 Million USD for the identified spare parts will achieve the following value of production:

#### Project Implementation

SOEs: A tender will be offered for all large items where there are multiple vendors available. Sole source parts will be purchased immediately by the SOE. Disbursement of funds will be to Ministry of Industry & Minerals for disbursement/payment to the vendor(s) upon completion or receipt of requirements. The Inspector General now has the responsibility to ensure all funds are spent where and how originally allocated. Assuming that the respective SOEs have the power that is to be allocated in accordance with the MoE Power Reallocation Plan, the estimated timeline for obtaining the equipment and parts is 3-6 months.



Minister:

I am pleased to advise you that on Saturday, we were able to procure another \$50 M USD for some very specific factories and usages. These funds are available now and the requirements for purchase is also indicated below. This money is in addition to what I advised you about previously. We need to try to make this happen as soon as possible.

The key now for these companies is power and I will go speak today with Minister of Electricity to move quickly for restoration where it is required. The MIM should work this issue from Ministry to Ministry as well. We need our plants producing and our people working.

Firas will translate the document and provide it in English and Arabic to the Technical DG, to Dr. Waleed and to the Inspector General and whomever else you want to get this..

Following are the approved capital expenditure needs:

State Company for Phosphates in Al Qaim: Governate of Anbar. Produces TSP and NP, primarily for Ministry of Agriculture. Employs 3,115 people.

The phosphate plant produces TSP and NP for the Ministry of Agriculture - critical components for the production of fertilizer.

Ten Million (10M USD) is required to get this factory operating. It is estimated that pre-war production provided approximately 40-50% of the Ministry of Agriculture requirements. This 10M USD would be distributed between three company plants: the TSP plant, the NP plant and the Phosphate Plant. The funds would be used primarily for repair parts and some operational rehabilitation. Approval of this request will get the plant operating and going in the right direction.

Central (Iraqi) State Company for Cement- Manufacturers of Portland cement, sulfur resistant cement, white cement and lime. Five companies, each serving different areas of central and west central Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the five companies depending on need and criticality. For example, sulfur resistant will have the higher demand during the reconstruction phase of the Country and, therefore, may receive more funding than a factory producing white cement (finish cement) so that it can achieve higher capacity. The Director General has provided a list of multiple requirements, (pinions, kilns, hard gears, etc.) to the Ministry and will review an action plan before funding is released.

Southern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, and lime. Eight companies, each serving different areas of southern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the eight companies. The Director General has

5/19/2004



**Mohinder Kadyan**

From: (b)(6)  
 To: "Czerska, Elzbieta Mrs. (CIV)" (b)(6)  
 Cc: (b)(6)  
 Sent: Friday, February 27, 2004 10:09 PM  
 Subject: Re: RE: RE: Application to Use Public Property FMO 689

(b)(6) We will await your regulation. Thanks, (b)(6)

----- Original Message -----

From: "Czerska, Elzbieta Mrs. (CIV)" (b)(6)  
 Date: Friday, February 27, 2004 4:47 pm  
 Subject: RE: RE: Application to Use Public Property FMO 689

> Sir,

>

> Thank you for your reply. We would like to inform you that at this  
 > timethere is no law or regulation referring to privatization of  
 > properties. Our CPA office and Ministry of Finance is in the  
 > process to create a  
 > regulation to allow long-term leases of public properties and will  
 > inform all when ready. We would appreciate put on hold any action  
 > until further notice.

>

> Elizabeth J. Czerska  
 > Manager of Properties  
 > Coalition Provisional Authority  
 > Facility Management Office  
 > CPA Palace, Room B103  
 > (b)(6)

>

> -----Original Message-----

> From: (b)(6)  
 > Sent: Tuesday, February 24, 2004 4:36 PM  
 > To: Czerska, Elzbieta (SES-1)  
 > Subject: Re: RE: Application to Use Public Property FMO 689

>

> Ms. Czerska: the following are the actions we are working that we  
 > would like a release of the property from the appropriate  
 > ministry/facility manager (we believe is ministry of finance).  
 > When CPT Baum was still  
 > here, we attempted to obtain Mr. Jaffer's signature on a trip down to  
 > Baghdad, but we were unsuccessful during our meeting with him:

>

> 1. Project Name: Left Bank Supermarket; Nature of project:  
 > build a  
 > riverside project; Location: LF 3391 2324

>

4/6/2004

> 2. Project Name: Right Bank Supermarket; Nature of project:  
 > build a  
 > riverside project; Location: LF 30532 19621 and LF 30535 19705  
 > West of Camp Marez (formerly AO Glory) - across Highway 1  
 >  
 > 3. Project Name: Ghazlani Village; Nature of project: Low Cost  
 > Housing; Location: LF 32123 20052  
 >  
 > 4. Project Name: Hatra Hotel; Nature of project: Renovate Existing  
 > Hotel; Location: KE 9457 4292 Near the Hatra Antiquities  
 >  
 > Please let me know if you need any additional information. Thanks  
 > again for the assistance. (b)(6)

> ----- Original Message -----

> From: "Czerska, Elzbieta (SES-1)" (b)(6)  
 > Date: Tuesday, February 24, 2004 2:48 pm  
 > Subject: RE: Application to Use Public Property FMO 689

>> Sir,  
 >> Would you please let me know what exactly you are involved in  
 > and what  
 >> privatization actions you are working on?  
 >> Sincerely

>>  
 >> Elizabeth J. Czerska  
 >> Manager of Properties  
 >> Coalition Provisional Authority  
 >> Facility Management Office  
 >> CPA Palace, Room B103  
 >> (b)(6)

>> ----- Original Message -----


>> From: (b)(6)  
 >> Sent: Tuesday, February 24, 2004 8:57 AM  
 >> To: (b)(6)  
 >> Cc: Czerska, Elzbieta (SES-1); (b)(6)

(b)(6)  
 >> Subject: Re: Application to Use Public Property FMO 689

>>  
 >> Ms. Czerska: I am the Command Judge Advocate for the units in the  
 >> Nineveh, Dahuk, and Irbil provinces. We have taken over the  
 >> privatization actions from the 101st and are working these with our  
 >> local CPA representative, CA and the local Nineveh province council  
 >> investment committee. If you have any updates or need any further  
 >> information please don't hesitate to let me know. thanks, LTC

>> (b)(6)

4/6/2004



# Privatization Themes in Agriculture

# Privatization Themes in Agriculture

- The Ninewa Governorate of Iraq contains some of the richest agricultural areas in Iraq.
- Fertile soils, adequate rainfall, access to water resources and a well-established tradition of farming combine to yield a high-potential source of income and economic empowerment for farm families and other rural inhabitants throughout the region.
- Agricultural production includes: oilseeds; chick peas; wheat; barley; dairy; grapes; sheep; cattle; and vegetable production on a commercially sustainable basis



# Privatization Themes in Agriculture

Major problems that impedes agricultural-based economic development in the  
Ninewa governorate are:

1. Nearly total complete state control of most inputs and outputs (basically a socialistic agricultural system)
2. inadequate supply of credit for private agricultural and agro-processing purposes.
3. 13 years of historical precedent for selling crops back to the government either through mandate or lack of better market opportunities.

# Privatization Themes in Agriculture

- Most of these state-owned agro-enterprises listed have the potential to become commercially viable, whether as cooperative or as privately owned enterprises.
- The majority of these facilities need varying degrees of additional capital investment for new technology and equipment; all require an infusion of cash for working capital purposes.
- These enterprises employ between 50 - 300 employees each and also support a large network of local Mosul area residents. Small- and medium-scale farmers have the potential

# Privatization Themes in Agriculture

- Small- and medium-scale farmers have the potential to work together to form rural cooperative, thus decreasing their overall costs.
- Co-ops may be used to established with the proper credit input.
- Would be able to purchase seeds, fertilizers, herbicides, pesticides, labor, and post-harvest handling and storage. The harvest could then be sold to mills, agro-enterprises, or exported.
- The candidates listed as potential privatization candidates could then form the backbone of other agri-industries such as tractors and related machinery dealers, irrigation equipment supply companies, post-harvest storage and processing facilities, and service industries such as trucking and input/equipment dealers and distributors.

# Privatization Themes in Agriculture: Candidates

Mosul Grain Silo	LF 326 229	24,000 MT
Rabi'a Silo	KF 418 763	10,000 MT
Al-Bia'aj Silo	GV 450 931	80,000 MT
Sinjar Silo	GA 573 240	50,000 MT
Al-Shikhan Silo	LF 527 624	60,000 MT
Al-Shurqat Silo	MF 289 263	145,000 MT

All government owned and operated

Part of the food distribution system and food voucher program

All of these silos could be privatized as part of a large agricultural cooperative.

Grain could be stored and then sold in response to market conditions.



# Privatization Themes in Agriculture: Candidates

Fertilizer storage warehouses (6 buildings total)	LF 38255 23979 Mosul
Storage facility for urea and di-ammonium phosphate. Prices set by government, but farmers will buy outside of system if free market price is lower	Good starting point for privatization of agricultural supplies. Needs marketing an distribution plan for this seasonal product in Ninewa

# Privatization Themes in Agriculture: Candidates

Dairy Plant	LF 30856 30551  Mosul
Produces cheese and yogurt only but has capability for producing milk and cream if pasteurization equipment is working	Need to identify potential buyer for the under-utilized facility. Current milk transportation, storage and processing methods are not cost effective. But, there would be a demand for fresh milk is there if the quality and quantity of milk could be produced and marketed

# Privatization Themes in Agriculture: Candidates

Storage Facility for agricultural supplies and irrigation parts	LF 38182 23616 Mosul
This government owned and operated facility stores all types of irrigation equipment. Sold to farmers at subsidized prices	Potential for privately owned distribution center for irrigation supplies

# Privatization Themes in Agriculture: Candidates

Waya DeGab Warehouse	LF 27679 24205 Mosul
This is currently the central site for storage of food- stuffs for the food voucher program	Has potential to be a privately run food distribution center for markets



# Summary of State-Owned Enterprises

Company	Good or Service	Ministry	'03 CPA Subsidy (\$MM)	Employees	Est. Asset Value (\$MM)	'04 Est. Revenue (\$MM)	Salary Expense (\$MM)	Operating & Other Expenses (\$MM)	CapEx to Restart Operations (\$MM)	'04 Est. Surplus (Shortfall) (\$MM)	Political Factors	Current Operating Rate	Industry Viability (H/M/L)	Obstacles to Full Operations	Comments
<b>CATEGORY: Good</b>															
1 Airways	Commercial airline	Trans.		2,329		101.100	4.000	87.000	2.000	10.000	High		Low		
2 Land Transport	Trucking	Trans.		1,596		4.000	0.450	2.210	1.367	0.940					
3 Aldial	Passenger transport	Trans.		785		2.000	0.754	0.852	0.000	0.095					
4 Passenger	Long distance & inner-city trans.	Trans.		3,433		5.670	3.335	1.727	0.667	0.073	Low		Low		
5 Delegates	Limousine service	Trans.		206		0.684	0.245	0.266	0.006	0.187					
6 Internet	Internet	Trans.		412		3.335	0.420	0.525	0.335	2.255	Low		Low		
7 Railway	Rail travel	Trans.		12,290		5.970	13.350	5.028	0.240	(12.837)					
8 National Center for Labs	Building & soil exams	Housing		1,449	0.112	4.349	1.755	2.593	4.750	(4.749)	High	10%	High	L	
9 National Center for Consultancy	Engineering designs and services	Housing		395	0.042	1.000	0.610	0.251	4.220	(4.081)	Low	35%	Low	L	
10 Al-Farouq State Construction Co.	Construction, bldg., water	Housing		1,433	2.031	9.467	2.000	7.450	4.200	(4.183)	High	50%	High	L	
11 Al-Mansour State Construction Co.	Construction works, bldgs.	Housing		1,527	5.170	10.833	2.800	8.027	0.041	(0.035)	High	50%	High	L	
12 Al-Rasheed State Construction Co.	Construction works, bldgs.	Housing		1,186	1.937	9.064	2.642	6.417	0.035	1.907	High	40%	High	L	
13 Hamurabi State Construction Co.	Road/bridge Construction	Housing		2,351	0.715	24.596	5.220	21.100	0.008	0.709	Low	40%	High		
14 Ashur SCC	Road/bridge Construction	Housing		2,214	0.533	14.000	6.100	9.900	0.008	0.546	Low		High		
15 Al-Fao SCC	Commercial Construction	Housing		3,629	0.000	37.180	6.434	32.870	0.008	(2.124)	Low		High		
16 Saad SCC	Commercial Construction	Housing		1,219	0.000	2.360	2.848	0.422	0.000	(0.910)	Low		High		
17 Al Mutasim	Road/bridge Construction	Housing		1,439	0.944	8.12	2.345	6.558	0.072	0.876	Low	40%	High		
18 Mishraq Sulphur	Sulphur Mining	IndMin	\$0.500	1,278		30	0.000	1.200	22.000	6.560	Low	0%	High	S, L, P	
19 Training & Rehab.	Service provider: Training	IndMin	\$0.450	895		0.5	1.020	0.310	0.170	(1.000)					
20 Information Systems	IT Systems provider	IndMin	\$0.250	165											
21 Indus. Design & Constr.	Industrial Contracting	IndMin	\$1.000	581											
22 Construction Industries	bricks, pvc pipes	IndMin	\$0.500	3,201											
23 General Systems	Electronic Control Systems	IndMin	\$0.445	438	0.00	7.00	0.499	3.755	1.500	1.246	Low	80%	High		
24 Hand Woven Carpets	Persian Carpets	IndMin	\$0.100	905		1.800	1.032	0.754	0.000	0.014					
25 Al Furat Chemical	Chlorine & other chemicals	IndMin	\$1.500	1,730		3.000	1.972	1.740	3.000	(3.712)					
26 Petrochemical	Fertilizer	IndMin	\$3.000	3,872		10.000	4.414	3.375	2.200	0.010	High				
27 Phosphate	Phosphate	IndMin	\$5.000	3,212		7.500	3.662	5.425	2.400	(3.987)					
28 Northern Fertilizer	Urea	IndMin	\$1.000	1,936		10.000	1.803	3.850	2.000	2.347					
29 Southern Fertilizer	Urea	IndMin	\$1.500	2,340		12.000	3.071	4.750	3.000	1.179					
30 Northern Cement	Cement	IndMin	\$2.000	2,293		37.800	2.622	20.282	14.000	0.896	High				
31 Iraqi Cement	Cement	IndMin	\$3.000	3,310		25.200	3.762	14.388	7.000	0.050	High				
32 Southern Cement	Cement	IndMin	\$2.600	5,200		50.400	5.928	26.376	15.000	3.096	High				
33 Al Faris	Steel fab & press. vessels	IndMin	\$1.725	1,334											
34 Ur Engineering	Aluminum Cables	IndMin	\$2.700	3,352	20.000										
35 Sammara	Drugs & Medical Supplies	IndMin	\$1.500	2,603		3.000	2.900	0.300	1.000	(1.264)			M		
36 Ninawa	Drugs & Medical Supplies	IndMin	\$1.200	947		1.000	1.083	0.300	1.000	(1.383)			M		
37 Tobacco & Cigarettes	Tobacco & Cigarettes	IndMin	\$2.500	2,246		11.750	2.560	9.981	1.000	(1.792)	High		M	ZACR B	
38 Iron & Steel	Steel fabrication (pipes)	IndMin	\$0.500	3,158		50.000		0.500	20.000	29.500			M		Early privatization
39 Tires Industries - Najaf	Vehicle Tires (car)	IndMin	\$0.500	2,357		6.000	2.736	3.800	1.500	(2.036)	High		M	P	
40 Ag Supplies	Ag supplies distributor	Agricult.		1,358		193.700	2.770	186.600	0.000	7.200	High	80%	High		
41 Veterinary	Vet supplies	Agricult.		2,434		27.879	4.500	55.745	0.443	(27.400)	High	50%	Low		
42 Mesopotamia Seed	Process crop seeds	Agricult.		747		18.260	1.022	19.590	0.890	(0.433)	High	30%	High		
43 Shopping Center	Retail	Trade	\$7.000	5,880		56.700	11.300	42.861	2.500	0.039	Low		Low		Keep control of land
44 Construction Materials	Retail Construction Mat.	Trade	\$3.305	3,385					1.100		Low		Low		Only local interest
45 Vehicle Sales	Auto/ Truck Dist.	Trade	\$1.640	2,606		14.700	2.500	6.700	2.700	2.800	Low		Low		

# Summary of State-Owned Enterprises

Company	Good or Service	Ministry	'03 CPA Subsidy (\$MM)	Employees	Est. Asset Value (\$MM)	'04 Est. Revenue (\$MM)	Salary Expense (\$MM)	Operating & Other Expenses (\$MM)	CapEx to Restart Operations (\$MM)	'04 Est. Surplus (Shortfall) (\$MM)	Political Factors	Current Operating Rate	Industry Viability (H/M/L)	Obstacles to Full Operations	Comments
46	Al-Noaman	Plastic injection, irrigation	30	Indus	640		1,080		0.067		Low	80%	High	C	
47	Al-Mansour	Solar cells, IC, gases	31	Indus	676		0.832		0.000		Low		High	C, D	
48	Al-Ikhaa (TBD) (Falluja)	Heavy machining, lenses	32	Indus	2,282		2,738		0.496		High		M	D, A	
49	Safahadeen (TBD) (Tikrit)	Communications, radar	33	Indus	2,850		3,333		0.333		High		High	D	
50	Sanareeb (TBD)	Irrigation systems	34	Indus	654		0.800		0.533		Low	50%	High	C, D	
51	Ibn-Majd (TBD) (Basra)	Eng. Mig, marine et al.	35	Indus	1,500		1,000		1.250		High	0	High	D	
52	Glass & Ceramics	Plate glass and ceramic tiles		IndMin	\$1,150	2366									
53	Vegetable Oils Industry	laundry, soap, oil, etc.		IndMin	\$2,000	3750									
54	Al-Sawari	Resins, inks, fiberglass		IndMin	\$0,150	961									
Sum				117,335											

## CATEGORY: LOSER

55	Al-Qadesia Electrical	Manuf. Pwr transformers	IndMin	\$2,600	2,261		2,578	7,500	0.000	(4,078)					
56	Indus. Design & Consult.	Architectural-Engineering	IndMin	\$0,250	810		1,500	0.923	0.555	0.022					Likely to survive
57	Nassr SC for Mechanical Indus.	Manuf. industrial mech'y	IndMin	\$3,000	2,483										Sell early to locals
58	Al-Majd	Water purification	1	Indus	547		0.435		1.500		Low	0	Low	C	
59	Al-Battany	R&D, space tech	2	Indus	269		0.430		0.750		Low	50%	Low		
60	Al-Kindi	R&D, radar	3	Indus	970		1.667				Low	0	Low	A	
61	Al-Fatih	R&D, missiles, explosives	4	Indus	186		0.400		0.233		Low	0	Low	A	
62	28 April Research	R&D, electronic warfare	5	Indus	99		0.153				Low	0	Low		
63	Al-Rafah	Consulting, alloy, ceramic	6	Indus	370		0.400		0.500		Low	0	Low		
64	Al-Khawarszmi	Software	7	Indus	280		0.467		0.262		Low	0	Low	D	
65	Al-Qadis	R&D, engineering, rockets	8	Indus	716		1,000		10,000		Low	0	Low		
66	Ibn-Rushd	Qual mgmt, testing, inspec	9	Indus	451		0.898		0.755		Low	0	High	C, D	
67	Al-Zahaf Al-Kabeer	Concrete additives	10	Indus	568		1,240		0.500		Low	0	Low	D	
68	Ibn-Al-Waleed	Training, certification	11	Indus	785		2,617		0.650		Low	0	Low	D	
69	Al-Yarmouk	Ammunition, barbed wire	12	Indus	2709		4,497		10,000		Low	0	Low		
70	Ibn-Firas	R&D, marine mines, drone	13	Indus	805		0.483		0.200		Low	0	Low		
71	Tanq (Falluja)	Pesticides, chemicals	14	Indus	871		1,767		5,233		High	0	Low	C	
72	Al-Melad	R&D, electronics	15	Indus	790		1,526		0.900		Low	0	Low		
73	Al-Nidaa	Dies, molds, gears	16	Indus	1307		1,568		12,000		Low	0	Low		
74	Al-Qaqa	Explosives, powder, TNT	17	Indus	5400		5,533				High	0	Low	A	
75	Nissan	Fuses, military shells	18	Indus	1860		2,000				Low	0	Low	A	
76	Huteem	Ammunition, guns, mortar	19	Indus	5443		5,600				High	0	Low	A	
77	Al-Harith	R&D, air defense, repair	20	Indus	1382		3,500		10,000		Low	0	Low	A	
78	Jaber Ben Hayan	Rubber, plastics, filters	21	Indus	925		0.880		3,000		Low	0	Low		
79	Tabooq	Powder for cartridges	22	Indus	634		1,333		10,000		Low	0	Low		
80	Bader	Tools & dies	23	Indus	1631		2,267		1,333		Low	0	Low		
81	Al-Hedhar	Chemical products	24	Indus					2,267		Low	0	Low		
82	Ar-Razi	Lasers	25	Indus			0.600		0.600		Low	0	Low		
83	Al-Karama	Al-Sumoud missiles	26	Indus	1950		2,340		2,340		Low	0	Low		
84	Sakar Al-Arab	R&D, electronic warfare	27	Indus	34		1,667		1,667		Low	0	Low	A	
85	Al-Ezz	Electronic switching	28	Indus	935		1,355		1,355		Low	0	Low		
86	Al-Sumoud (no file)		29	Indus											
87	Woolen Industries SC	Carpets	IndMin	\$2,000	3201										
88	Textile Industries - Hilla	textile and fabrics	IndMin	\$1,000	2712										



# Summary of State-Owned Enterprises

	Company	Good or Service	Ministry	'03 CPA Subsidy (\$MM)	Employees	Est. Asset Value (\$MM)	'04 Est. Revenue (\$MM)	Salary Expense (\$MM)	Operating & Other Expenses (\$MM)	CapEx to Restart Operations (\$MM)	'04 Est. Surplus (Shortfall) (\$MM)	Political Factors	Current Operating Rate	Industry Viability (H/M/L)	Obstacles to Full Operations	Comments
89	Leather Industries	Shoes, leather goods	IndMin	\$1,000	2822											
90	Battery Industries SC	vehicle batteries	IndMin	\$1,000	1929											
91	Mechanical Industries	farm equipment	IndMin	\$1,200	3872											
92	Cotton Industries SC	spinning and weaving	IndMin	\$1,000	6776											
93	Ready Made Wear Indus.	garments	IndMin	\$1,000	1515											
94	Electrical Industries SC	subfractional motors, A/C	IndMin	\$2,500	3158											
95	Textiles	Textiles	IndMin	\$0,250	3317											
96	Paper Industry	Paper Industry	IndMin	\$0,250	3153											
97	Rubber Industries	tires, truck	IndMin	\$0,500	1201											
98	Sugar Industry	sugar	IndMin	\$0,500	480											Agricultural policy
99	Grain Processing	Flour Production	Trade									High		Low		
100	Furniture Factory	furniture	IndMin	\$0,125	223											
101	Dairy Products SC	dairy	IndMin	\$0,500	1075											Agricultural policy
102	Nissan (17)	signs	IndMin	\$0,100	805											
103	Research & Development	Research & Development	IndMin	\$0,100	1016											
104	Car Manufacturing	bus and truck assembly	IndMin	\$0,225	2167											
105	Animal Resources	Livestock/poultry supplies	Agricult.		492		0.230	1.700	1.787	0.533	(1.021)	Low	50%	Low		Agricultural policy
106	Industrial Crops	Supply & buy local crops	Agricult.		481		1.157	0.719	1.267	0.167	(0.057)	Low	50%	Low		Agricultural policy
107	Horticulture / Forestry	Nursery for crop seedlings	Agricult.		773		0.497	1.099	2.000	0.013	(1.385)	Low	50%	Low		Agricultural policy
Sum					78,539											

## CATEGORY: TBD

108	Refractories	Insulated bricks	IndMin	\$0,200	1000											
109	Water Well Drilling	Water well drilling & install.	45 Water		1650			2.277		1.298	(3.575)	Low	68%	High	C	
110	Al Kadisiah	Irrigation & drainage networks	46 Water		621			0.857		0.533	(1.390)	Low	0	High	C	
111	Mech. & Elec. Contr. State Co.		47 Water									Low				
112	Al Nasser		48 Water													
113	Al-Hadba'a Co. for Irrig. & Maint.	Dev. and main. Of reclamation & irrig. proj.	49 Water		1280			1.766		0.240	(2.000)	Low	30%	High	O, B, S	
114	Rafidain Dams Construction Co.	Construction of dams	50 Water		792			1.100			(1.100)	Low		High	O, E	
115	Fouad Design	Consult. for int., drain, dams	51 Water		334			0.430		0.348	(0.778)	Low	40B, 5M	??	C	
116	Dijala Company	Irrigation study & design	52 Water		120			0.354		0.333	(0.687)	Low	20%	High	C	
117	Al-Muthana	River dredging	53 Water		646			0.891		0.243	(1.134)	Low	5%	High	C	
118	Al-Fao	Irrigation & reclamation	54 Water		862			1.190		2.533	(3.723)	Low	0	High	C	
119	Al-Shaheed	Ammunition raw materials	55 MillInd		1279			1.866		0.110		High	0	Low	A	
120	Hamoorabi (Babylon)	Pistols, small arms	37 MillInd		647			0.600		0.100		High	0	High	A	
121	Al-Fida	Hydraulic, pneumatic sys.	38 MillInd		1285			1.500		0.625		Low	0	High	D	
122	Al-Tahady	Motors, capacitors, transfo.	39 MillInd		400			0.667				Low	0	High	D	
123	Al-Kadisiya	Guns, grenades, mortars	40 MillInd		3943			4.267				High	0	Low	A	
124	Al-Uboor	Machining	41 MillInd		890			1.600				Low	0	High	D	
125	Um-Almarik	Machining	42 MillInd		1560			1.133				Low		High	D	
126	Al-Rasheed (no file)	CO2 producer	43 MillInd									High				
127	Al-Radhwam	Machining	44 MillInd		755			1.000		0.550		Low		High	D	
Sum					18,064											

## CATEGORY: RECLASSIFY

128	ITPC	Postal	Trans		2329		57.350	33.000	8.040	0.670	12.960					
129	Project	Railroad design/construction	Trans		884		7.067	1.000	5.471	0.000	0.583					

# Summary of State-Owned Enterprises

			'03 CPA Subsidy (\$MM)	Est. Asset Value (\$MM)	'04 Est. Revenue (\$MM)	Salary Expense (\$MM)	Operating & Other Expenses (\$MM)	CapEx to Restart Operations (\$MM)	'04 Est. Surplus (Shortfall) (\$MM)	Political Factors	Current Operating Rate	Industry Viability (H/M/L)	Obstacles to Full Operations	Comments
Company	Good or Service	Ministry	Employees											
130 Water Transport	Marine	Trans	1595		4,186	2,400	1,501	0.334	0.264					
131 Private	Buses and taxis; Regulatory Agency	Trans	1,761		4,000	1,644	0.731	0.600	1.353					
132 Port	Port	Trans	8652		19,320	14,667	1,909	18,990	0.330	High		Low		
133 Industrial Development	economic development agency	IndMin	\$0.100	188										
134 Spec. Inst. for Eng. Indus.	Quality Control	IndMin	\$0.250	287										
135 Geological Survey & Mining	Survey and Mining	IndMin	\$1,500	1205										
136 Grain Board	Imports grain: silos & warehouses	Trade												
137 Food Stuffs	Imports processed food	Trade												
138 International Fairs	Trade Shows	Trade												
139 Export and Import	Import Licensing	Trade												
			Sum	16,901										

TOTAL = 230,839

## Legend

O=Oil Materials  
B=Building Materials  
C=Capital for Repairs  
S=Security  
L=Looted  
P=Power  
E=Equipment  
B=Baghdad  
M=Mosul

Military Industrial complex - 35  
Water - 10



# Privatization of Public Trucking Co.

- Net cost of privatization is expected to be a win due to current negative revenue generation of company
- Benefits of Privatization: promotes efficiency by exposing business to competition to the benefit of the consumer.

# Privatization of Public Trucking Co.

## Obstacles

- Lack of appropriate investors within Iraq.
- Complicated nature of privatization
- Relatively short time frame for decisive action

# Privatization of Public Trucking Co.

## Suggested Process

- a management / employee buyout at a very reduced price
- Coalition develops articles of incorporation that sufficiently guarantee company remains intact for at least 2 years.

# Privatization COA 1

Rapid transition to private ownership by management / employees.

Company is sold to employees for a nominal cost to facilitate a quick transition with minimal complications.

Advantages: Low cost, ease, less likely to revert back to a state owned operation.

Disadvantages: Government not compensated for company assets. Reduced level of control over process.



# Privatization COA 2

Phased transition to private ownership.

Company is freed from government management and required to pay a portion of its profits to government as payment for company.

Advantages: More controlled transition with some compensation to government for company assets.

Disadvantages: Difficulties of privatization experience over long term could result in a reversal of the move towards privatization.

# Privatization COA 3

Phased transition to private ownership with a long term loan.

Company is freed from government management and required to pay government full value for company over extended period of time.

Advantages: More controlled transition with complete compensation to government for company assets.

Disadvantages: Difficulties of privatization experience over long term could result in a reversal of the move towards privatization.



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

May 13, 2004

FOR: Senior Advisors, Strategic Plan Objective Holders and Designated Representatives.

FROM: (b)(6) - Director Policy Planning and Analysis.

SUBJECT: The CPA Strategic Plan - Reporting Requirements up to 30 June 2004.

Introduction

1. Whilst the CPA Strategic Plan will come to an end on 30 June when the CPA transfers authority to the Interim Iraqi Government, many of the activities detailed in the Plan will continue well into the future and will inevitably be reflected in the US Mission Performance Plan. Consequently, to assist post - 30 June with progressing Iraq reconstruction activity and to support further strategic planning, it is essential that by the end of June the CPA Strategic Plan and the associated Ministry Milestone Charts are fully up-to-date so that they can be used as a base-line for further work. To that end, I would like to remind you of the weekly and monthly reporting process as detailed on the Strategic Plan Intranet Web-site<sup>1</sup>, and to emphasize the particular focus you should take when reporting within the remaining weeks before Transfer of Authority (TOA). As Ministries that have transitioned still come under the CPA until 30 June, the reporting process continues to apply.

Strategic Plan Reporting Requirements for the End of May Monthly Update

2. Senior Advisors and Objective Holders should ensure that weekly updates to Status Narratives are completed by 1800hrs on each Thursday and that any agreed updates to the Plan itself are completed by 1800hrs on Thursday 27 May. In particular, Senior Advisors and Objective holders are asked to ensure that:

- All Supporting Tasks for which they are responsible are qualified with a Status Narrative detailing the latest position, constraints and any remedial action being taken or proposed, and any revised timings for completion. (At present there are some Supporting Tasks with no associated Status Narrative at all).
- The appropriate color coding is allocated to Objectives, Key Tasks and Supporting Tasks. Definitions of color codes can be found on the Strategic Plan main menu page on the Strategic Plan web-site.

<sup>1</sup> Updated Strategic Plan: Towards Transition -  
[http://intranet.orha.centcom.mil/Government/OPP/OPP\\_files/frame.htm](http://intranet.orha.centcom.mil/Government/OPP/OPP_files/frame.htm)

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3. Additionally, by 1800hrs on 27 May, all Ministry Senior Advisors are asked to provide OPPA with an updated Ministry Milestone Chart that accurately details milestone up to 30 June and beyond if necessary. Current Milestones Charts can be found on the Strategic Plan web-site. Should a soft copy of a particular Milestone Chart be required, please contact Wg Cdr Chris Hill in OPPA (details below). Should you consider your current Milestone Chart to accurately reflect your Ministries milestone up to and beyond 30 Jun, with no changes necessary, please let Chris Hill know and he will change the currency date on the Chart for you and issue accordingly.

4. Compliance with the above should ensure that at the beginning of June we have an up-to-date Strategic Plan, with Status Narrative entries associated with all Supporting Tasks, which requires only weekly updates during the remainder of June to be fully-up-to date at TOA.

Strategic Plan Reporting Requirements up to 30 June.

5. Senior Advisors and Objective Holders should continue to ensure weekly updates to Status Narratives are completed by 1800hrs on each Thursday in June up to 24 June, at which time a final copy containing the most up-to-date information will be frozen on the Oracle database for future reference and a hard copy made available to Amb. Bremer.

Conclusion

6. When the CPA transfers authority to the Interim Iraqi Government on 30 June, the CPA Strategic Plan must be such that it contains the most up-to-date information possible so as to facilitate the progress of continuing planned activity as well as future strategic planning. To that end, Senior Advisors and Objective holders are asked to ensure that by 30 June the CPA Strategic Plan and Ministry Milestone Charts contain accurate and pertinent information that detail the latest position of each task and if relevant, the constraints to achievement of the tasks and any remedial action being taken or proposed. As you know, Wg Cdr Chris Hill is the PoC in OPPA for the Strategic Plan and he will gladly provide any additional information you may need to comply with the Reporting process and gladly provide any other help you may need with the Plan whenever necessary. He can be contacted by email on: hillc.gbr@orha.centcom.mil, or telephone on: 1914 822 7237.

7. On a final note, may I take this opportunity to thank each of you and your advisors & ministry staff for the outstanding support you have all given throughout the history of the Strategic Plan. We in OPPA remain ready at all times to help you with any aspect of the Plan so please feel free to call on us whenever necessary.

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COALITION PROVISIONAL AUTHORITY  
BAGHDAD

FROM: Senior Advisor or Director of \_\_\_\_\_ Date \_\_\_\_\_

TO: (Individual to serve as OPSEC Representative)

SUBJECT: APPOINTMENT AS \_\_\_\_\_ OPERATIONS  
SECURITY (OPSEC) REPRESENTATIVE

1. In accordance with CPA OPSEC Policy Guidance, you are hereby appointed to serve as the \_\_\_\_\_ OPSEC Representative. You are responsible for administering the CPA OPSEC Program within your organization; \_\_\_\_\_, promoting sound OPSEC practices by staff in your organization, and reporting status of OPSEC training and Awareness efforts to the CPA OPSEC Program Manager,
2. In order to execute your duties, you are to become familiar with CPA OPSEC Policy Guidance, OPSEC training and awareness materials, and complete OPSEC Fundamentals Training.
3. You will assist the CPA OPSEC Program Manager, serve as a member of the CPA OPSEC Working Group, and insure that new personnel complete CPA OPSEC awareness training during within three days after arrival.

Appointing Official (signature)

cc: Executive Secretary  
CPA OPSEC Program Manager

### **Box 3.2: Nigeria—Conducting Staff Audits in the Civil Service**

When the Nigerian government decided to eliminate ghost workers from civil service employment, it set about the task systematically with World Bank assistance. The methodology involved questionnaires, physical headcounts, preparation of comprehensive nominal rolls (staff rosters), scanned photographs, and the use of file numbers to locate the relevant people, compiling actual personnel costs and calculating personnel costs based on headcounts reflected in the nominal roll. A special instructional guide was prepared to elicit relevant data from the field. The guide contained a step-by-step approach required by auditors in eliciting the necessary information. The guide also included the formats of the nominal roll and the records of personnel emoluments.

The staff were required to appear in groups before a panel of auditors. Each person appeared with his or her employment file, which contained or should have contained relevant documents showing that he or she was a bona fide employee. The files were intended to serve as a control, and an effort was made to match the facts in the file with those on the completed questionnaires.

During the interviews staff were questioned about the facts in the file and the questionnaire in order to authenticate the information provided. The interviews were conducted in the open so that other staff members could corroborate the information supplied by the interviewee. Staff were also all required to fill out standard forms giving:

- Personnel file number, name, gender, and designation
- Qualifications
- Grade level/step, department, location
- Date of birth, state of origin
- Date of first appointment and date of confirmation of appointment
- Date of present appointment
- Remarks
- Image file number for photo ID.

On the day of the physical headcount, which coincided with payday, each staff member was asked to line up and present his or her forms, together with a photograph and employment file. The forms were then checked against the information on file and signed off by the worker's supervisor. Disparities and suspect submissions were noted and the data was transferred to a spreadsheet. In addition, information on pay was entered on to a second spreadsheet, crosschecking the forms with the departmental personnel emolument cards for each staff member.

Source: International Records Management Trust 2001.

# Accelerating Private Sector Growth in Iraq

Office of Private Sector Development  
Coalition Provisional Authority

April 2004

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# Topics

- Objectives
  - Initiatives and Supporting Projects
  - Upcoming Deliverables
-



# Objectives

- Two Major Objectives
  - Accelerate the growth of the non-oil private sector
  - Influence the creation of legal, regulatory, and governmental policies friendly to a free market, property rights, and limited government
- One Minor Objective
  - Communicate the progress of the private sector to Iraq and to the rest of the world

# Initiatives

- State Owned Enterprise Reform
- Foreign Direct Investment and Trade
- Middle Tier Firms: Emerging Industry
- Micro/SME Development: Local Ownership, Local Jobs
- Reconstruction Spending and Jobs
- Public Sector and Law
- Private Sector Institutions
- Outreach

# State Owned Enterprise Reform

- Advising Ministries
- Developing a Comprehensive Approach
  - Passive
  - Active
- Dealing with Urgent Problems
  - Salary and burn rate
    - E.g. Employee Identification
  - Vocational training/retraining

# Foreign Direct Investment and Trade

- Foreign Company Registration
  - Access to Information
  - Matchmaking
  - Delegations and Trade Missions
  - Road Shows
-



## Middle Tier Firms: Emerging Industry

- Middle Market Loan Facility (\$150m +)
  - Direct Loans
  - Private Banks Participation
- Firm Level Assistance
- Industry and Functional Consulting
- Classroom Training

# Micro/SME Development: Local Ownership, Local Jobs

- Small Business Loan Funds (\$100m +)
  - Interim SB Fund (\$13m)
  - Via the IFC and privately owned banks
- Small Business “How to” Kits and expertise
- Industry and Functional Consulting
- Access to classroom training
- Entrepreneurship training
- Micro Lending Wrap Up and Transition

# Reconstruction Spending and Jobs

- Complete Strategy
  - Finance (\$100m +) Available for loans plus access to the middle market facility
  - Training and Linkage
  - RFP Process
    - Standards, Language, Incentives
- Flag Iraqi Successes

# Public Sector and Law

- Ministry of Trade
  - Advising the Ministry
  - Company Registration
  - Defining Its Role
  - Risk from other Ministries
- OGC Drafts
  - Draft or review*  
– ~~Good~~ laws, implementation follow up
- Capital Markets Reform
  - *Iraq Securities Commission*

*Advising  
Commission  
Developing industry  
regulatory framework  
Disclosure  
Requirements  
Public  
Information*



# Private Sector Institutions

- Business Centers
- Business Associations
- Iraq Stock Exchange
- *Iraq Repository*
- National Business School/Institute

# Outreach

- Backgrounders and Interviews
  - Mostly Iraq focused
- Unifying Web Portal; handling queries
- • ~~Primer~~
- Speaker Series
- Business group meetings
- Convention center gatherings
- PSD email bulletin
- Official Reporting (Weekly Report, etc.)
- Representational Events

# Upcoming Deliverables – April

- Universal Portal for Commercial Queries
  - Local Development Primer for Civil Affairs
  - Middle Market Lending Vehicle
  - Iraq Securities Commission Regulations
  - Iraq Stock Exchange Trading Rehearsal
  - First Foreign Company Registration
  - Launch PSD Email Bulletin
-

# Upcoming Deliverables - May

- Primer Rollout - National
  - First Middle Market Loans
  - Contract/Subcontract IO Campaign
  - Iraq Stock Exchange Opening
  - First RFP Training Class
  - Speaker Series Launch
  - VEGA/Bearing Point Business Center Handoff
  - SOE Strategy Complete
  - Contribute Selectively to Other Econ Policies
-

# Upcoming Deliverables - June

- First Subcontractor Loans
- Debt and Equity Funds Available through Iraq Business Institute
- Business Skills Classroom Training Launch
- VEGA Business Association Project Launch
- Far East FDI Roadshow?



MINISTRY OF INDUSTRY  
AND MINERALS  
AL FARIS STATE COMPANY

NO. 2100/930

DATE 19/4/2004

**TO / Abu ghraib prison office  
With ascendant captain Joe.**

**For all respective...**

Referring to inspective round which had done by your patrol in the afternoon of 17/4/2004 in our company where they capture weapons and the following materials which point with reception support from your employee .

So, we would like you to help our company by returning the mentioned weapon for urgent needing to holding the protection to our company form spoliation which happen in this difficulty stage and we concede our company's safekeeping men to follow up and receipt.

- 1- Ahmed Abdul Kareem.
- 2- Hydra Abdullah Mahdi.
- 3- Abdul Kareem Mohammad Gahni .

We will be very great full for you cooperation to serve both party .

**Capture weapons**

- 1- HAND RECKPT
- 2- (54) AK-475
- 3- (1) RPK
- 4- (2) 30 CAL MACHINE GUN .
- 5- (2) G3
- 6-(500) ASIORTED LANDS.

**WITH BEST REGARDS...**

Foreign Language

~~MOTHANA AAL AANI~~  
al Faris State Co.

**DIRECTOR GENERAL & BOARD CHIRMAN**

**COPPIES TO :**

- MINISTRY OF INDUSTRY AND MINERALS / THE MINSTER RECPACTIVE OFFICE -WITH COPNPUTATION.
- MINISTRY OF INDUSTRY AND MINERALS/ PROTECTION UNIT OFFICE
- DIRECTOR GENERAL OFFICE / TO ATTACHED WITH SCURITY FILES .
- PROTECTION UNIT OFFICEL/ WITH CONFISCATE

Foreign Language

(b)(6)

**To:** (b)(6)

(b)(6)

(b)(6)

[illegible]

(b)(6)  
CPA / Ministry of Finance

(b)(6)

**The Ministry of Industrial & Mineral  
The General Company of Rubbery Industries**

**Office: General Manager Office**

**#: 55**

**Date: 4/15/2004**

**To: The Minister of Industrial & Mineral Ministry  
Subject: Attack**

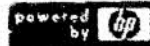
An armed group called themselves (Al-Mahdi Army ) attacked our factory and took two vehicles model Land Cruiser Station wagon, and a Pick up .We couldn't prevent them because they were ready to kill any body try to stop them and they were carrying Machine guns and RBG7 Also Most of the employees in the company were with them and they were telling them a complete information about all the Instruments in the company .We did hide the rest of the Instruments we have in the headquarter of the company although we know that the employees tell them about all the Instruments we have .They deal with our employees in an legal way .We will let you know if any thing new happen .We want to acknowledge you that we did tell Al-Qadisiya Governorate/The Mayor office in our report#52 in the date 4/14/2004 .We are trying now with the help of the parties there in the governorate to get back these vehicles and we also did tell the police in our report #51 in 4/13/2004 which we sent you a copy of it .We will tell you as soon as we get back those vehicles .Want to acknowledge you that this case happened also to some of the governorate institutions.

**Attachments: A copy of our report #51 in 4/13/2004**

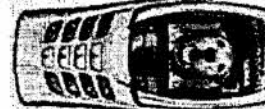
**The General Manager  
Engineer  
Fa'id Kadim Jasim**



Yahoo! My Yahoo! Mail

**YAHOO! Mail**Welcome,  
**al\_milliard**  
[Sign Out, My  
Account]Search  
the web

Search

[Mail Home](#) - [Help](#)**TODAY ONLY**  
**3 FREE NOKIAS****ACT NOW!**NOKIA 6800 - FREE (\*269<sup>99</sup> VALUE) **AT&T Wireless****ONLINE ONLY**With qualified activation. Sales  
tax may apply. Recurring billing  
and credit card required. **Mail** **Addresses** **Calendar** **Notepad****al\_milliard@yahoo.com** [Sign  
Out][Check Mail](#)[Compose](#)[Mail Upgrades](#) - [Search Mail](#) - [Mail Options](#)**Folders** [Add] **Inbox** **Draft** **Sent** **Bulk (4)**  
[Empty] **Trash** [Empty]**Your Credit****Score.****See It In****Seconds****Refinance****now****for under 3%!****Find Anyone!****Background****Checks****Best card for****bad credit**[Previous](#) | [Next](#) | [Back to Messages](#)[Printable View](#) - [F](#)[Delete](#)[Reply](#)[Forward](#)[Spam](#)[Move to folder](#)This message is not flagged. [ [Flag Message](#) - [Mark as Unread](#) ]**From:** "Mumtaz A. Kamala" (b)(6) [Add to Address Book](#)**To:** "Jalal thamer" (b)(6)**Subject:** Re: Dynamites**Date:** Wed, 7 Apr 2004 13:55:31 +0100

Dear Jalal,

Many thanks for your request. For me to be able to ask any question will have to start with the DTI, the official and governmental body in the UK. I will need the authorisation certificate first for me to start the enquiry.

I will be pleased if you will be able to send me the authorisation certificate as soon as possibly please.

Many thanks,

Yours,

Mumtaz

----- Original Message -----

**From:** "Jalal thamer" (b)(6)**To:** (b)(6)**Sent:** Wednesday, April 07, 2004 10:09 AM**Subject:** Dynamites

&gt;

&gt;

&gt; Dear Sir

> Below are the specification of the explosives needed  
> for one of our civil projects.

> Please give your quotation to supply sixty metric tons  
> per month for a period of one year to Baghdad or to  
> the nearest sea-port to Baghdad .

> Kindly state the country of origin.

&gt;



```
> Do you Yahoo!?
> Yahoo! Mail - More reliable, more storage, less spam
> http://mail.yahoo.com
```

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(b)(6)

**From:** (b)(6)  
**Sent:** Wednesday, April 21, 2004 11:28 PM  
**To:** (b)(6)  
**Cc:** (b)(6)

**Subject:** FW: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6) Here is the note I mentioned about FPS guards for MIC's. Please confirm this is not within the MIM and (b)(6) and I will follow up from the MOF side. As you know, we'd like to close down this issue ASAP so please let (b)(6) and me know when you think we can reasonable get an answer back from MIM. Thanks.

(b)(6) is going to follow up to confirm whether or not these guards are included in his count. I suggest we hold off any follow up until we hear back from Michael.

(b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** Wednesday, April 21, 2004 4:00 PM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6)

The problem has been the status of Ibn Majid Company. It belonged to the MIC (military industrial complex) which to my best understanding wasn't allocated any funds for 2004. According to Anita, it was transferred to the Ministry of Industry in April 2004. I am not certain whether additional funds were allocated to the Ministry of Industry to reflect this change of line ministerial responsibilities for Ibn Majid's FPS guards. Could you please confirm that money has been allocated in the MIM budget to pay for these guards.

Thanks

(b)(6)

Trade and Industry Team Leader  
 Department for Economic Planning and Development  
 Coalition Provisional Authority South (CPA S)

(b)(6)

*British Forces*  
*- Rehab money.*

-----Original Message-----

**From:** (b)(6)  
**Sent:** 21 April 2004 15:46  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6)

I am the primary contact for FPS within the CPA MOF. Please feel free to direct all inquiries to me. I am concerned by your note. Money has been budgeted within the MOF and allocated to the various ministries so that they may can pay their FPS guards. In the next couple of days, money will be

4/22/2004

positioned in the various provinces as requested by the ministries so that they can pay their guards. I'm unclear why this request for payment is going directly to the MOF here in Baghdad and not to the ministries that are responsible for paying their guards. Have you been able to contact any of the ministries? What has been the response?

We are here in Baghdad and not on the ground at the various sites that need guarding. What we need is someone to coordinate the physical withdrawal and administration of payroll to the various sites. Do you know of anyone either in the ministries or for your region that could help with this? Unfortunately, having the MOF allocate more money is not the answer.

Please let me know if you have any additional comments/questions. I understand the urgent nature of paying FPS guards and stand ready to help in any way I can.

Regards,

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** Wednesday, April 21, 2004 12:25 PM

**To:** (b)(6)

**Cc:**

**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6)

Please find attached the salary list for FPS guards in Ibn Majid. I would appreciate if you could try to get a resolution to this problem as soon as possible as we are approaching end of April when the salaries should be paid.

If you have any questions please don't hesitate to contact me.

Kind regards

(b)(6)

Trade and Industry Team Leader  
Department for Economic Planning and Development  
Coalition Provisional Authority South (CPA S)

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** 17 April 2004 11:15

**To:** (b)(6)

**Cc:**

**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6)

I have just received the list of companies that have been transferred and Ibn Majeed has been given to MIM and the Al Kabeer is MoF.

FPS guards have been paid by the MSC's until April 1<sup>st</sup> and we do not have lists of names or ranks, so you can supply that information it would be great. As of April 1<sup>st</sup> it became the responsibility of the individual ministries and they are still in the process of

4/22/2004



gathering that data. Any help from the people on the ground is greatly appreciated.

Brendan and I will get back to you soon.

Regards,

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** Saturday, April 17, 2004 11:05 AM

**To:** (b)(6)

**Cc:**

**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

Thanks (b)(6) I believe that you should have the list of staff already as they were paid by MoF until 1 April this year. Please let me know if you can't recover it. I will then get the list from the relevant person.

Ibn Majid is still part of MIC but in the process of being transferred either to the Ministry of Industry or to the Ministry of Oil. A final decision has not yet been taken so for the time being, it still belongs to MIC.

Ibn Majid is under reconstruction. We expect the company to start operating again from 15 June. It has already a number of contracts lined up so funding for the FPS guards is only required until approximately 1 August. After that, the company should be able to pay for security themselves.

Thanks for your help with this.

Kind regards

(b)(6)

(b)(6)

Trade and Industry Team Leader  
Department for Economic Planning and Development  
Coalition Provisional Authority South (CPA S)

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** 17 April 2004 10:09

**To:** (b)(6)

**Cc:**

**Subject:** RE: Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

(b)(6)

I have forwarded your email to Brendan Lund who is the primary point of contact here at MoF for FPS guards.

I had been working with Marcel from Private Sector Development on the

4/22/2004



issue of the MIC companies before he left. I do believe that we should be able to help you with the Ibn Majid company. The latest that I have been told in regard to the MIC is that some of them were handed over to the MoF and some were given to the Ministry of Industry and Minerals (MIM). Do you know where the Ibn Majid falls?

Do you believe that the information given to you by Mr. Ali is reliable in terms of the amount needed? Does this amount include hazardous duty? Can you send a list of the names of the guards and their ranks, if at all possible? Is the company at all functioning now?

(b)(6) will be in contact with you and we will see what we can do from this end.

V/R

(b)(6)

(b)(6)

-----Original Message-----

**From:** (b)(6)

**Sent:** Friday, April 16, 2004 12:11 PM

**To:** (b)(6)

**Subject:** Payment of FPS Guards Ibn Majid Engineering firm belonging to MIC

Dear (b)(6)

I received your contacts from (b)(6) in the Finance Department in CPA S.

CPA S is working to reconstruct the engineering firm Ibn Majid the largest engineering firm in Southern Iraq. The firm was severely looted after the war and security is required to protect the site while the company is under construction.

The Ministry of Finance has given the line ministries the responsibility for paying the FPS guards from 1 April this year. Ibn Majid Company is still part of the military industrial complex MIC which according to my information hasn't received any allocation for FPS guard payment. The net result is that 53 FPS staff that are guarding the facility most likely will leave their posts by the end of the month as we can't continue to fund their salaries.

Ibn Majid Engineering firm will be able to pay for the salaries to the FPS guards from 1 August as the company then will be operational again. We are only looking for the MoF to continue funding the 53 positions for another four months. The total salary cost per month for the guards as quoted by Mr. Raja Hassan Ali the GM of the Managing and Accounting Department is ID 13880000 or a total of ID 55520000 or around USD 38,000.

There is a similar issue with Al Zahf AL Kabeer Company with 32 FPS guards on the pay role. The firm does also belong to MIC and has received no allocation. The future of this company is more uncertain.

The person dealing with this issue in MoF is a Capt/Maj Marcel. They were not able to be more specific regarding the person in

4/22/2004

charge.

I would greatly appreciate a speedy response to this enquiry or that you could forward it to the right person.

If we are unable to sort this out in the next fortnight, I fear that a refurbishment that has costed more than USD 500 K have been wasted.

Kind regards

(b)(6)

Trade and Industry Team Leader  
Department for Economic Planning and Development  
Coalition Provisional Authority South (CPA S)

(b)(6)

4/22/2004





To the kind attention of the Senior Advisor of Military Industrialization Commission

**Subject / Activities of Alfida Company**

1. Alfida Company is considered one of the only companies in Iraq that specializes in Hydraulic systems and some of the civil products such as accessories of brakes.
2. All of the company's factories were bombed especially the factory of producing small rocket launchers and the damage percentage was 50% which then increased to 80%, especially to the machines and equipment, after the factories were looted and stolen.
3. The cadre of the company cleaned the buildings and led a campaign to save some of the equipment and machines which were under the debris that the Senior Advisor had already seen. These buildings were restored then to be workshops.
4. The cadre of the company could coordinate with other ministries and could get contracts for 150 Iraqi dinars which are currently under execution.
5. Alfida Company had a contract to supply a new line to produce vehicle's brakes with the Tunisian company, Sia. The amount of the contract was US\$ 1,117,720 and 90% of it was paid off to the supplier. The materials have been in Aqaba port in Jordan since 3/20/2004 and they are waiting for receiving the fees for preserving the materials and the fees of transport which are US\$ 17000. This amount is not available in the company and we let you know that a site to receive the new line has been prepared.

We would like to inform you that a number of our companies have contracts with other ministries that are under execution, with our regards.

Nafa Mahmood Murbet  
The Technical Directorate





To the kind attention of the Director of Corporate

Subject / the site of Ibn Alwaleed Company

Attaching to our letter on 14/3/04 addressed to Ministry of Transportation / the minister's office, a meeting was held in the ministry of transportation's office with Mr Esam, the minister's advisor, Dhia, the chief of the committee conducting inventory of Ibn Alwaleed company and Mr Adel, the manager of Legal Directorate. They all stated that Mr Randel, Senior Advisor of Ministry of transportation, (his cell phone is 1914 390 2436) is responsible for the matter. We hope to personally contact him to settle the matter to return the site whose land and buildings are officially belong to Ibn Alwaleed Company, with our regards.

Talal Husssein Salman  
D.G. of Ibn Alwaleed Company





To the kind attention of the Director of Corporate

Subject / the site of Ibn Alwaleed Company

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1. BASHAIR KAMAL MOHAMED
2. SALEH KHALAF ALI
3. YOUSIF GHADBAN JABUR
4. THAMER MAHMOOD MAJEED
5. MAAD HAMOODI MAHDI
6. NOR ADDEEN AZIZ ABDELHADI
7. DR. JALIL KAREEM AHMED  
TRAINING DIRECTORATE
8. DR BASIL HAMOODI KHUDAIR
9. RAZAQ UBAIS MARZOOQ
10. KAREEM MUHSIN ALWAN
11. NAFA MOHAMED
12. KARAR MAHMOOD
13. JALAL KHORSHEED ALIAN
14. AHMED SHIHAB HAMED
15. KIDAL WADI

PROJECTS DIRECTORATE  
SALAH ADDEEN COMPANY  
AL EIZ COMPANY  
AL HARETH COMPANY  
AL MANSOOR COMPANY  
IBN RUSHD COMPANY  
QUALIFICATION AND

ALSALAM COMPANY  
ALTAHADI COMPANY  
ALFIDA COMPANY

ALFIDA COMPANY  
SALAH ADDEEN COMPANY  
ALFIDA COMPANY  
ALFIDA COMPANY







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ALFIDA COMPANY  
ALFIDA COMPANY

**MINISTRY OF INDUSTRY AND MINERALS**

**IBN SINA STATE CO.**

(b)(6)

**Tel: 0088216611206**

**Dear Sir:**

SJO Enpl.

We would like to inform you that IBN SINA State Company is one of the companies belonging to the ministry of industry and minerals. This co. represented by its manpower, accumulated experience, research laboratories, equipment, is an outcome of the specialized industrial and research activities extended for more than twenty years. The company was initially founded in 1992 under the name "Industrial Chemical Research Center ". About 400 research projects have been performed during the period 1992 - 2002. Engineering data obtained from some of that research have been used for the design and construction of several pilot plants.

The scope of activities of Ibn Sina State Co. are mentioned in the following pages, together with a list of chemicals which are produced.

To the attention of (b)(6)  
Dear Sir,  
we enclose details & specifications  
of products of IBIN-SINA Co.  
which may be useful to American  
contracting companies.

Regards,  
Dr. W. B. Khudr  
14-4-2004

Silicon (silica)  
96-98% purity  
Sent letter to Dow, no reply.  
12 yr history of research/CD  
Total = 1 large plant (Liq V.L.)  
40% cap.  
Wants to > cap; > product of  
oxygen, argon  
SOE Loan Program



### **Activities of Ibn Sina State Co.**

- 1- Research and development, construction of pilot and production plants related to chemical industry
- 2- Production of special and general purposes chemicals.
- 3- Scientific and technical experience in the field of Silicones and silicon polymer industries, Preparation of the primaries , intermediates and final formulations such as silicon halides , alkyl Silicon halids , silicon polymer , emulsions , greases , rubber , .... etc.
- 4- Experience in the design and construction of chemical plants.
- 5- Treatment of the industrial waste water from chemical plants , design and construction of soft and demineralized water and a high purity water plants , maintenance and reconditioning of existing units.
- 6- Scientific and technical experience in the field of electro chemistry (chlorate, perchlorate , extraction of metals ) , preparation of oxidizing agent such us ( persulfate ) , electroplating , preparation of metal powder , preparation of electroplating solutions .  
Experience in designing of electro chemical cells and the manufacture of cell components (cathode, anode, mechanical and ionic diaphragms).
- 7- Scientific and technical experience in the fields of inorganic chemistry, for example, production of primary materials for drugs and medicine, primary material for chemical industries and fertilizers.
- 8- Experience in the field of the recovery of valuable materials from ores and from chemical waste using solvent extraction and ion exchange and packed column techniques.
- 9- Experience in analytical chemistry and availability of equipped laboratories in support of research and quality control activities.



## **List of Some Chemicals Produced by Ibn Sina State Company**

### **1-Silicon Emulsion**

Used as anti – sticking agent in tyre casting industry, plastic and rubber industries. It is also used as a filler and shining material, water repulsion, cooling agent in lathe machine , anti – sticking material in steel and aluminum casting processes .

#### **Properties**

- Stable for more the 6 months
- Stable at low temperature and high temperature ( up to 350°C )
- PH range 5 – 7
- active silicon material around 10 -- 50 %
- dissolving and dispersing material 3 – 15 %
- deionized water 30 – 50%
- preservative and anti – fungi materials 3 – 10 %
- The product is packed in 50 or 200 L plastic or metal container

### **2 – Silicon spray**

It can be used either by spraying gun or by using a brush in mold plastic and batteries industry . This is done by evaporating of the solvents leaving a thin layer of silicon oils for long time and for several uses.

Silicon spray is packed in 10 - 50 L plastic containers containing 1 – 10 % of active silicon materials.

### **3 -Silicone Greases**

Used for mechanical joint and surfaces that work under high temperature (more than 300°C) and under high mechanical stress, this material is also used as anti – sticking material for aluminum and iron casting.

- Stable for several weeks at high mechanical and temperature conditions.

Contain special silicon oil (30 – 90%) and ceramic filler of suitable microsize and carbon or graphite.



- The product is packed in 1/2 –50L plastic container

#### **4 – Temperature Vulcanized silicon Rubber**

used for special casting mold.

- Prepared from silicon polymer having various viscosity's in presence of catalyst ( for example benzoyl peroxide ) and filler material of certain microsize depending on the nature of the product .

#### **5 – Room Temperature Vulcanized Silicon Rubber (RTV)**

- Used as sealing material in building , car and tyre industries .
- Prepared by mixing two components of Silicon polymer and catalytic material.

#### **6 – Polyethylene – Polydimethyl Silicon alloy – master batch**

- Making pipes for fiber optics communication's.
- For manufacturing of special pipes and connectors for high electrical tension , insulator at high temperature that work under high mechanical stress .

#### **7 – Ethanol (absolute) > 99.7%**

As chemical and medical reagent.

#### **8 – Micro silica solution (based on ethyl silicate).**

- Used in solar silicon manufacturing.
- Used as combining agent in special ceramic casting.
- Used as antifoam in special casting

#### **9 – Disodium Phosphate $\text{Na}_2\text{HPO}_4 \cdot 7\text{H}_2\text{O}$ or $\text{Na}_2\text{HPO}_4 \cdot 12\text{H}_2\text{O}$**

- assay 98 – 104%
- Pharmaceutical grade USP <sup>(10)</sup>.

#### **10 – Monosodium phosphate $\text{NaH}_2\text{PO}_4 \cdot 2\text{H}_2\text{O}$ or $\text{NaH}_2\text{PO}_4 \cdot \text{H}_2\text{O}$**

- Assay 98 – 104%.
- Pharmaceutical grade USP <sup>(10)</sup>.

#### **11 – Ammonium chloride $\text{NH}_4\text{Cl}$ .**

- Assay 99.5 – 100.5 %.
- Technical and pharmaceutical grade.

#### **12 – Benzoic acid $\text{C}_6\text{H}_5\text{COOH}$ .**

- Assay 99 – 100.5 %
- Pharmaceutical grad USP <sup>(10)</sup>.

#### **13 – Dicalcium phosphate $\text{CaHPO}_4 \cdot 2\text{H}_2\text{O}$ .**

- Assay 98 – 100.5%
- Pharmaceutical grade USP <sup>(10)</sup>



14 - Trisodium phosphate ( TSP )  $\text{Na}_3\text{PO}_4 \cdot 12\text{H}_2\text{O}$

- Technical grade.

- Assay 85 - 90%.

15 - Trisodium phosphate  $\text{Na}_3\text{PO}_4 \cdot 12\text{H}_2\text{O}$  .

- Assay 97%

- Pharmaceutical grade USP <sup>(10)</sup>

16 Ammonium sulfate (  $\text{NH}_4$  )<sub>2</sub>SO<sub>4</sub> .

- Assay 99.%

- Food grade.

17 - Ammonium sulfate (  $\text{NH}_4$  )<sub>2</sub>SO<sub>4</sub>.

- Assay 85 - 90%.

- Technical grade.

18 - Zinc sulfate  $\text{ZnSO}_4 \cdot 7\text{H}_2\text{O}$ .

- Assay 99 - 104.%

- Pharmaceutical grade usp (10).

19 - Zinc sulfate  $\text{ZnSO}_4 \cdot 7\text{H}_2\text{O}$ .

- Assay 99.%

- High purity grade for oil field and fertilizer industries .

20 - Calcium stearate (  $\text{C}_{18}\text{H}_{35}\text{O}_2$  )<sub>2</sub>Ca.

- technical grade for mold casting.

21 - Calcium sulfate  $\text{CaSO}_4 \cdot 2\text{H}_2\text{O}$ .

- Assay 98 - 102% .

- Pharmaceutical grade USP <sup>(10)</sup>.

22 - Calcium nitrate  $\text{Ca}(\text{NO}_3)_2 \cdot 4\text{H}_2\text{O}$ .

- Assay 98%.

- Technical grade for agriculture and cement industries .

23 - Copper nitrate  $\text{Cu}(\text{NO}_3)_2 \cdot 3\text{H}_2\text{O}$ .

- Assay 98%.

- Technical grade for agriculture

24 - Nickel nitrate  $\text{Ni}(\text{NO}_3)_2 \cdot 6\text{H}_2\text{O}$ .

Assay 99%

- high purity grade for electroplating.

25 - Copper benzoate ,  $\text{C}_7\text{H}_5\text{O}_2$  )<sub>2</sub>.Cu.

- Assay 99.%



- High purity grade used as a catalyst.
- 26 - Magnesium sulfate  $\text{MgSO}_4 \cdot 7\text{H}_2\text{O}$  or  $\text{MgSO}_4$ .
  - Assay 99%.
- 27 - Zinc nitrate  $\text{Zn}(\text{NO}_3)_2 \cdot 4\text{H}_2\text{O}$ .
  - Assay 99%.
  - Technical grade for agriculture.
- 28 - Lead nitrate  $\text{Pb}(\text{NO}_3)_2$ .
  - Assay 99%.
  - High purity grade for electroplating.
- 29 - Flux
  - Solution containing chemicals used for lead plate sealing in acid battery manufacturing industry.
  - PH = 3.5 - 4.
  - Density 1.1 - 1.2.
- 30 - Flux
  - Solution containing zinc and aluminum salts used for surface preparation before zinc coating (galvanizing).
  - PH = 3 - 4.
  - $\text{ZnCl}_2$  = 26 - 27.5%.
  - Density = 1.2 - 1.23.
- 31 - Calcium stearate  $(\text{C}_{18}\text{H}_{35}\text{O}_2)_2\text{Ca}$ 
  - Technical grade
- 32 - Wetting agent
  - Blend of certain chemicals, its solution used as a catalyst in iron surface coating with zinc (galvanizing)
  - Composition detergent, trisodium phosphate, and Sodium carbonate.
- 33 - Anti foam agent
  - food grade, in beverage industries.
  - or technical grade
- 34 - Iodine - povidone.
  - Dry powder
  - Contains 10% iodine
  - medical grade its alcoholic sol is used for medical purposes.
- 35 - Nitro benzene.
  - Assay 97 %.
  - Pharmaceutical grade.
- 36 - Benzoyl peroxide.
  - Technical grade for petrochemical industries.



### **Analytical chemistry and quality control**

Support the research and the production activities in the company as well as other needs from universities and institutions.

**The main techniques available for analysis are :**

- 1- Flame and flameless atomic absorption spectroscopy.
- 2- Induced coupled argone plasma spectroscopy.
- 3- Uv- Vis, IR- spectrophotometry .
- 4- Electrochemical measurements, for example potentiometric, paleography, ion selective electrode, physical measurement (density, viscosity, particle size , pone size ) .
- 5- Gas chromatography.
- 6- Conventional Analytical Procedures
- 7- Quality control Measurement.

Mm believes adding these  
to MAM will

- strengthen the  
ability of m-n in meeting  
needs of local m-hoon in  
several areas as outlined  
in memo.

## Ministry of Industry and Minerals

(b)(6)

Senior Ministry Advisor

### Sub. / Transferring state companies from MIC to MIM

We would like to inform you that the following state companies which belong to the Military Industries Commission (MIC) deals with civilian products covering part of local market need.

1- Al-Mansor State Company

Its products are transistors, Linear integrated circuits, solar energy cells, gases (oxygen, hydrogen, argon, nitrogen), drinking water in plastic bottles.

2- Tariq State Company

Produces chlorine & Caustic soda, liquid fertilizers.

3- Ibin Majid State Company

Manufactures different equipments (tanks, vessels, heat exchangers ...etc)

4- Al-Shaheed State Company

Specialized in copper products

5- Jaber Bin Hayan State Company

Manufactures heaters, rubber and plastic products ...etc.

6- Salah Al-Din State Company

Manufactures electronic products.

7- Al Zahef Al Kabir State Company


Produces chemical materials for industrial use.

8- Saad State Company

Specialized in design and construction of electro- mechanical and chemical units of industrial projects. The centers associated with these works that need to be transferred are (Ibin Younis Center & Al-Zahrawi Center).

From the above-mentioned work specialization we suggest to transfer these companies from MIC to the Ministry of Industry & Minerals.

Kind Regards



**Muhanad Abdul Mujeeb**  
Supervisor

السيد  
عبد القادر  
عبد القادر  
2012/11/18



The following MIC'S Companies can be transferred to MIM to be utilized and operated for Civilian products and services

<u>Name of Company</u>	<u>Suggested activity</u>
1- Al-Nida'a / Baghdad, Zafaraniyah	Manufacturing of mechanical parts & Products and support for Elec & oil sector
2- UM Al-Mazrik / Baghdad, Yousifia	" " " "
3- Badir / Baghdad, Yousifia	" " " "
4- Al-Radhwan / Baghdad, Khan Dhari	" " " "
5- Saddam / Anbar, West of	" " " "
6- Al-Amir / Fallujah	" " " "
7- Al-Sumood / Baghdad,	to be reorganized back with Nasir State Co. to produce Mechanical parts and Castings for different sectors especially Cement, Elec., oil
8- Al-Fikar / Tayi	
9- Al-Milad / Baghdad, Yousifia	To combine activities with General System Co. in MIM (Electronics design of systems for different sectors (Elec., oil, Cement, Irrigation, Medical))
10- Al-Nu'aman / Baghdad	manuf. of components and systems for irrigation

11 - Tarik / near Samarra

Production of Pesticides and Chlorine for water purification

12 - Al-Basil / Baghdad, Jadriah

13 - Ibn Sina / Baghdad, Tarmiya

Research and development and production of different materials that support the oil and elec sectors, in addition to different Civilian industries

14 - Al-Kindi / Mosul

Design & erection of systems / give special support to MIM's Cement factories in Mosul

15 - Jabir bin Hyam / Mosul

Production of Rubber Parts for Civilian use.

16 - Al-Karama / Baghdad

17 - Al-Kuds (Iskanadriya)

Mechanical Manufacturing of Parts especially rotary equipments for oil and Elec sectors as well as Process factories in MIM

18 - Ibn Sina Laser Center (Baghdad - Taji)

to be directed toward medical & industrial activities

19 - Al-Battami / Baghdad, Jadriah

20 - Al-Harith / Baghdad, Taji

21 - Firnas / Baghdad, Taji

22 - Salah Al-din / Salah Al-din, Dor

to be directed and utilized for design, manufacturing and of electrical and electronics parts and systems for oil, electrical, and process industries

23 - Al-Shahed / Anbar, W. Fallujah

Copper Casting and manufacturing

- |                    |  |
|--------------------|--|
| 24 - Al-Rayah      | Metallurgy and Material science Research and development to support all industrial sectors   |
| 25 - Al-Mansour    | Production of mineral water and Medical oxygen   |
| 26 - Al-Khawarizmi | to support and join the Software & activities in MIM   |
| 27 - Ibn Rushd     | Engineering inspection and Industrial Safety support for all civilian sectors.   |
| 28 - Al-Rasheed    | To be directed to give support to the rubber and Tyre industry in MIM  |
| 29 - Sa'ad         | } To be directed and utilized for design and erection of systems and subsystems in the Mechanical, Chemical, electrical and electronic industries in MIM, oil & electrical Power Stations and distribution system & networks |
| 30 - Al-Majid      |  |

Ref.: 714

Date: 4/4/04

Immediate

To / All Director Generals and Personnel of Military Industrialization Commission  
Subject / The future of the Commission's companies and employees

Through activities of the headquarters and employees of the Commission and through series of meetings which has been agreed to hold within the coming days with the new decision owners in CPA, the first meeting for D.Gs of (Badir, Qadisiya, Aluboor, Um Almarek, Alnuman, Ibn Alwaleed, Al-Ikha, Alshaheed, Hamurabi and Alredwan) companies has been held on 4/1/04 in the Convention Center with the Senior Advisor of MOIM (b)(6) so as to discuss the future of the Commission's employees under the current conditions and give frank and accurate responses to the questions and inquiries of the D.Gs to transfer the answers literally to their employees. It has been agreed to hold meetings and seminars between the D.Gs and their employees to notify them about the whole subjects and details discussed in the meeting and also to make them feel secure about the companies and their future.

We are listing hereinafter the most important recommendations and instructions issued by (b)(6) during the meeting:

1. It has been committed to execute the agreement with the CPA about not dismissing any employees of the Commission for three years period until the end of 2006.
2. Within the few coming weeks, the Governing Council will issue a law to join a number of the Commission's companies with all their assets, employees and obligations to the ministry of Industry and Minerals under the supervision of the American Senior Advisor without wasting any of their employees.
3. The Governing Council law will include that the Minister of Finance shall be working on allocating the required amounts to pay the salaries of the employees and also the allocations to reoperate part of these companies to make use of their experiences in industrial and economical sides which Iraq may need under the programs of development and reconstruction. The Senior Advisor committed not to fire any employees, including employees of the headquarters for three years.
4. Assuring that as long as all the employees of the Commission will be paid for three years without utilizing from their technical and creative abilities, the Senior Advisor showed that she was ready to present the care and technical and financial support to any industrial activity and project even it was personal.
5. The Governing Council will include the disconnection of the Commission of Qualifying and Training with all its assets, employees and students and join it either to Ministry of Labor and Social Affairs or Ministry of Education or Ministry of Higher Education.

Raja Hasan Ali  
General Manager  
of Financial and Administrative Directorate

(b)(6)  
MOIM Deputy Senior Advisor



A copy to...

- (b)(6) Senior Advisor of MOIM
- (b)(6)
- All D.Gs, we kindly ask you to hold meetings and seminars to explain the subjects discussed in the above mentioned meeting and encourage the employees to return to work within the available abilities as soon as possible. It is probable that the Senior Advisor may visit your companies to have an idea about your accomplishments to vitalize the companies and present what encourages the continuity of the companies' work to ensure the future and good salaries.









**To:** (b)(6)

(b)(6)

- MIM will receive FPS salary and HDP for 2,255 guards for April with 100% allocated to the Baghdad treasury account per your instruction
- MIM will re receive FPS salary and HDP for 6,380 guards for May and beyond with funds positioned in each of the governorates as indicated in the submitted resource planning worksheet (**exception: employees will be provided only HDP**)
- I will submit a letter on behalf of MIM to the MOF for March and April back payment for the budget increase of 4,125 new guards; 100% of back payment will be allocated to Baghdad treasury account
- ***Please confirm if the MIC identified in the attached email belongs to MIM and that you have accounted for paying it in your current payroll request***

(b)(6)

[illegible]

(b)(6)

CPA / Ministry of Finance

(b)(6)

4/25/2004



No. :

Date: 29-Feb.-2004

Mister consultant of coalition forces in Ministry of Finance ( Brendan wahlar )

**Sub. : declaring**

According to the oral discussion with your honor in 29-Feb. - 2004 about the disbursement of the salaries of general committee for the research and industrial development related to the Ministry of Industry and minerals, so we would like to explain the following according to that:

**First:** The ministry of finance / minister office has already informed by the ministry of industry and minerals according to its letter no. (S/637 in 23 / Feb. /2004) (a copy of that is attached to) for the purpose of disbursing salary difference for the Jan.-2004 amounts (3,156,000) I.D., because the staff of the advanced committee are ( PHD , Master , BC ) basically, located in the first three degrees in to the new scale ( 11 employment degrees ) .

**Second:** The agreement of the deputy minister of finance has been done to disburse the amount above on (28-Feb.-2004) (the margin no. 4 fixed on the copy of the letter attached).

**Third:** The agreement that mentioned above in item second from the deputy minister of finance on 29-Feb.-2004 has been canceled with out any excuse (the margin no.5 fixed on the copy of the letter attached).

Please, we would like you to be acknowledged and agree to spend the amount above referred to in item( first ) and continuing to include the general committee for research and industrial development in the new scale system ( 11 employment degrees ) because it is a researching committee and not a productive company ..... And the general committee for research and industrial development invite your honor to visit our location in a scientific compound centers near to Baghdad university in al-Jadria , to be inform about their activities with appreciation.

(Authorized to follow up)  
Engineer Ahmad Kamil Hasan  
consulting office Manager / general  
committee for researching and industrial development

**Ministry of Industry and Minerals**

To / Ministry of Finance – Minister's office

**Sub. / The Salaries Disbursement for Jan. - 2004**

According to the letter of budget office no. 401/1088 on 26<sup>th</sup> -Jan.-2004 according to which, is allocated amount (244020000) I.D for the salaries of general committee for research and industrial development for Jan. 2004 at the time that our ministry requested according to its letter 296 on 25<sup>th</sup> /Jan./2004 to allocate an amount (281176000) I.D of salaries accounted for the committee mentioned according to the new salaries table, that means decreasing the salaries in amounts (37156000) I.D.

We would like to inform you that the committee mentioned related to our ministry is different in nature of work from other companies as considers as an research scientific office ,which include a high proportion of senior staff of high degrees, its consist 23 employees with PHD certificates, 103 employees with Master certificates and the law degrees in the employment scale are unoccupied or in small number because there is no need for it in the staff , as it is mentioned in the table attached, besides the committee has no monetary balance to covered the difference mentioned after freezing its balances in banks .

We would like to get approval to disburse the salaries difference of the above committee amounts (37156000) I.D.

With appreciation

Muhamad Toufeeq Rahrm  
Minister of Industrial and Minerals











COALITION PROVISIONAL AUTHORITY  
BAGHDAD

040419-21  
LPB HAS SEEN

ACTION MEMO

April 19, 2004

FOR: THE ADMINISTRATOR  
FROM: Office of General Counsel *MS*  
SUBJECT: Proposed Military Industrial Company Realignment Order

This memorandum forwards for your signature CPA Order No. 75 (TAB 1). This Action Memo responds to comments your on the April 14<sup>th</sup> Action Memo that originally forwarded this Order for signature (TAB 2). Specific responses to your question as to what will happen to Military Industrial Commission (MIC) state-owned enterprise (SOE) employees are as follows:

- The employees who work for the former MIC companies that are transferred to the Ministry of Industry and Minerals, the Ministry of Housing and Construction, and the Ministry of Labor and Social Affairs will continue to work for these companies and be paid. These companies, at least in the short to intermediate term, are viable, are operating in some capacity, and can continue to productively operate in a manner that does not threaten security. These viable SOEs account for approximately 7,000 employees.
- The employees of the former MIC companies that are not viable (primarily because their buildings were destroyed in the war or emptied by looters) will be transferred to a "holding company" under the Ministry of Finance and will continue to be paid their respective salaries. Many are highly skilled and/or skilled in sensitive areas. Wherever possible, they will be moved to other positions for work. Otherwise, the employees will participate in one of the many upcoming re-training programs for a future labor force. These non-viable SOEs account for approximately 42,000 employees.

In summary, no employee will lose his or her job. Either an employee will continue to work for a viable SOE that has been assigned to a new ministry or the employee will participate in a training programs that is envisioned will help assist him or her transition to another work area.

**RECOMMENDATION:** That the Administrator sign the attached proposed CPA Order No. 75, Realignment of Military Industrial Companies.

Approve: ✓✓ Disapprove: \_\_\_\_\_ Approve with modification: \_\_\_\_\_

**COORDINATION:** Ministry of Industry and Minerals (b)(6)  
Private Sector Development (b)(6)  
Governance Team (b)(6)

**ATTCHMENTS:** Proposed CPA Order on Realignment of Military Industrial Companies and Annex A  
Action Memo dated April 14, 2004

## **COALITION PROVISIONAL AUTHORITY ORDER NUMBER 75**

### **REALIGNMENT OF MILITARY INDUSTRIAL COMPANIES**

*Pursuant* to my authority as Administrator of the Coalition Provisional Authority (CPA), and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003),

*Furthering* commitments to promote public order and safety and restore the conditions of security and stability for the Iraqi people,

*Having* worked closely with the Governing Council to ensure that economic change occurs in a manner acceptable to the people of Iraq,

*Recognizing* that many state-owned enterprises previously engaged in military industrial production (heretofore "military industrial companies") sit idle and largely abandoned throughout Iraq,

*Concerned* that buildings and factories of companies formerly assigned to the military industrial commission (or "military industrial companies") often contain stockpiles of hardware and materials that remain deployable for violent uses against Coalition Forces and the people of Iraq, and that employees of these companies remain needlessly underemployed and unable to utilize their skills to promote the welfare of Iraq,

*Determined* to secure and dispose of these stockpiles and to assign responsibility for reconstituting military industrial companies and reassigning their employees as necessary for the promotion of peace, security, and stability in Iraq;

I hereby promulgate the following:

#### **Section 1 Purposes and Objectives**

This Order promotes public order and safety for the Iraqi people by providing for the security and destruction of materials abandoned after the closure of military industrial companies throughout Iraq. This order also restores conditions of stability in Iraq by assigning responsibility for the personnel and assets of military industrial companies to appropriate ministries and facilitating the reconstitution of such companies for peaceful and resourceful uses.

#### **Section 2 Military Industrial Companies**

**CPA/ORD/15 April 2004/75**

- 1) Military industrial companies subject to this Order include those state-owned enterprises listed in Annex A. The absence of appropriate responsibility for the facilities and assets of these enterprises has been determined by the Administrator to constitute a continuing threat against Coalition Forces and the people of Iraq if not appropriately secured.
- 2) State-owned enterprises formerly assigned to institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), Dissolution of Entities, and those enterprises formerly assigned to the military industrial commission are generally subject to inclusion in Annex A.
- 3) The military industrial commission is an entity dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02).
- 4) The Administrator retains authority to add state-owned enterprises to Annex A if it is determined that such enterprises previously engaged in military industrial production and either (a) threaten public order and safety on account of stockpiles and/or abandoned materials that may be used for violent purposes against Coalition Forces and the people of Iraq, or (b) have real property or other tangible assets that the enterprise as presently constituted cannot adequately safeguard and thus stand in danger of being looted, severely damaged, or destroyed.
- 5) The Minister of Industry shall be notified of any additions or deletions to Annex A within ten days of such action being taken by the Administrator. The Minister of Industry shall also inform the Administrator of any state-owned enterprise known to have been engaged in military industrial production, but not listed in Annex A.

### **Section 3**

#### **Disposition of Military Industrial Assets and Employees**

- 1) The Administrator retains authority to secure facilities and dispose of the material assets of enterprises listed in Annex A so long as the Administrator finds that such facilities or assets or the lack of control over such facilities and assets constitute a continuing threat to Coalition Forces and the people of Iraq.
- 2) The Administrator also retains authority to reclassify and/or reorganize the enterprises listed in Annex A, so long as the Administrator finds such reclassification and/or reorganization essential to the safety of Coalition Forces and the people of Iraq, the preservation of assets and property for the people of Iraq, or the restoration of societal conditions necessary to the self determination of the Iraqi people. Where an enterprise listed in Annex A is not reassigned to another Iraqi ministry, the liabilities of such enterprise shall be assumed by the Ministry of Finance.

- 3) The Administrator further retains authority to reassign otherwise unemployed workers of the enterprises listed in Annex A to other Iraqi ministries, governmental agencies, governmental instrumentalities, or state-owned enterprises, so long as the Administrator finds such reassignment furthers the security and safety of Coalition Forces and the people of Iraq or furthers the restoration of societal conditions necessary to the self determination of a free people.
- 4) To ensure continuity in the economy of Iraq and the salaries of workers reassigned under this Section, the Minister of Finance will assure that the budget of any enterprise reassigned and/or reclassified under this Section, and the associated payroll information for any employee reassigned under this Section, shall follow that enterprise or employee to their new ministry or place of employment. Employees reassigned under this Section shall be guaranteed a salary commensurate with the salary paid by their former employer.
- 5) The Minister of Industry must be notified in writing of any action taken under this Section, and within 14 days of such notice may issue an opinion as to whether such action serves the interests of the Iraqi people. The Minister of Industry may make specific recommendations for alternative courses of action, keeping in mind that the Administrator retains full authorization under the laws and usage of war to ensure and restore public order and security in Iraq.

#### **Section 4** **Assignment and Consolidation**

- 1) Responsibility for military industrial companies and the assets and personnel thereof not listed in Annex A shall be assigned to the Ministry of Industry and Minerals or such other ministry as the Administrator deems appropriate. These companies shall include all state-owned enterprises formerly supervised or owned by institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), or formerly assigned to the military industrial commission.
- 2) Military industrial companies assigned to the Minister of Industry and Minerals under this Section may be subject to consolidation pursuant to the procedures set forth in other CPA Orders.

#### **Section 5** **Administrative Instructions**

The Administrator may delegate authority to issue Administrative Instructions to clarify and implement this Order.

#### **Section 6**

**CPA/ORD/15 April 2004/75**

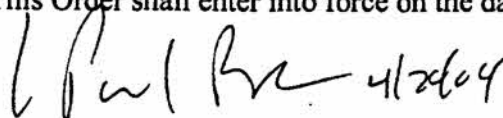


### **Inconsistent Legislation**

Any provision of Iraqi law that is inconsistent with this Order or Annex A is hereby suspended to the extent of such inconsistency.

### **Section 7 Entry into Force**

This Order shall enter into force on the date of signature.

A handwritten signature in black ink, appearing to read "L. Paul Bremer", followed by the date "4/26/04".

L. Paul Bremer, Administrator  
Coalition Provisional Authority

## Annex A

### Military Industry Commission Companies (MIC's) to Ministry of Industry and Minerals (MIM):

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Al Saheed	Copper production	1,300	11.9%	45%	MIM
2. Tareq	Pesticides, chemicals	896	30.6%	25%	Ministry of Finance
3. Hammurabi	Pistols, small arms	636	2.8%	15%	Ministry of Finance
4. Al Tahady	Electromechanical	399	10.4%	35%	MIM
5. Ibn Waleed	Heavy armored veh. Rep.	926	10.5%	60%	Ministry of Finance
5. Al Ikhaa	Mechanical, optics	2,382	1.7%	20%	MIM
7. Al Rasheed	Co2 producer, mechanical	2,290	43.2%	50%	Ministry of Finance
3. Asahf al Kabir	Concrete additives	86	26.1%	35%	Ministry of Finance
9. Al Noaman	Plastic injection, irrigation	643	6.0%	10%	MIM
10. Al Uboor	Mechanical machining	1,217	70.4%	100%	Ministry of Finance
11. Al Mansour	Solar cells, IC, gases	670	0.2%	5%	MIM
12. Radhwan	Machining	760	34.0%	60%	Ministry of Finance

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
13. Al Nidaa	Dies, molds, gears	1,281	41.8%	80%	Ministry of Finance
14. Al Salam	Construction Equip.	752	7.7%	100%	Ministry of Housing
15. Ibn Majed	Eng. Mfg. Marine et.al.	1.648	21.6%	30%	MIM

**MIC's to Ministry of Labor and Social Affairs (MOLSA):**

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Training Center	All defense SOE's specialties	N/A	N/A	N/A	Ministry of Labor

**MIC's That Will Have Surviving Assets and Employees Transferred to Other Iraqi Government Agencies:**

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Jaber ben Hayan	Plastic, rubber, filters	904	25.7%	95%	Ministry of Finance
2. Yarmuk	Ammunitions, barbed wire	2,708	65.8%	100%	Ministry of Finance
3. Al ezz	Electronic switching	1,046	23.7%	100%	Ministry of Finance
4. Al Kadissiya	Guns, grenades, mortars	3,035	69.9%	100%	Ministry of Finance

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
5. Al Fidaa	Hydraulic, pneumatic systems	1,285	50.2%	100%	Ministry of Finance
5. Al Karama	Missiles, mechanical	2,287	51.4%	40%	Ministry of Finance
7. Al Qaqa	Explosives, powder, TNT	5,365	36.6%	85%	Ministry of Finance
3. Bader	Tools, dies	1,631	82.8%	100%	Ministry of Finance
9. Tabook	Powder for cartridges	532	0.3%	20%	Ministry of Finance
10. Al Hadhar	Chemical products	572	70.6%	100%	Ministry of Finance
11. 7 Nissan	Fuses, military shells	2,652	94.2%	100%	Ministry of Finance
12. Al Hareth	Radars, welding equipment	1,387	0.0%	60%	Ministry of Finance
13. Al Kindi	R & D radars	976	38.0%	90%	Ministry of Finance
14. Sanahareeb	Irrigation systems	675	22.3%	100%	Ministry of Finance
15. Salahuddeen	Communication, radars	2,900	34.2%	75%	Ministry of Finance
16. Ibn Rushd	Qa, testing, inspection	448	50.0%	100%	Ministry of Finance
17. Hutten	Ammunition, guns, mortars	5,473	25.9%	70%	Ministry of Finance



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

ACTION MEMO

**LPB HAS SEEN**

April 15, 2004

FOR: THE ADMINISTRATOR  
FROM: Office of the General Counsel *MS*  
SUBJECT: Order on Realignment of Military Industrial Companies

The enclosed CPA Order provides for the security and destruction of materials abandoned after the closure of military industrial companies throughout Iraq. The Order is designed to secure the facilities and assets of military industrial companies and to facilitate the reconstitution of these companies for peaceful and resourceful uses. This memorandum requests your approval and signature of the proposed Order and attached Annex.

- The proposed Order has been approved by the Economics and Finance Committee of the Governing Council.
- The full Governing Council was supposed to review and comment on the proposed Order by April 7<sup>th</sup>. However, due to the security situation, the Governing Council has not been able to meet. The Economics and Economic Committee reviewed and approved the draft Order on April 14<sup>th</sup>. This coordination meets the standard set forth in United Nations Security Council Resolution 1483.

The proposed Order does the following:

- Identifies state-owned enterprises that previously engaged in military industrial production, the assets of which could potentially pose a threat to Coalition forces and the people of Iraq if not properly managed, and the employees of which are in need of meaningful employment in non-military enterprises;
- Permits the Administrator or relevant minister to identify additional such enterprises;
- Authorizes the Administrator to:
  - secure the facilities and dispose of the material assets of listed enterprises;
  - reclassify and/or reorganize such enterprises where appropriate;
  - reassign unemployed workers of such enterprises to other Iraqi ministries, government agencies, or state-owned enterprises;

UNCLASSIFIED



- Requires the Ministry of Finance to keep track of budgets and associated payroll information for implicated enterprises and employees;
- Allows the Minister of Industry and Minerals to comment and make recommendations with respect to actions taken under this Order;
- Assigns enterprises that formerly engaged in military industrial production to certain ministries for management in a way that will ensure the enterprises and their assets do not constitute a risk to Coalition Forces and the people of Iraq, and are not subject to looting or spoilage.

This order is characterized as "important" on the pending orders matrix.

**RECOMMENDATION:** That the Administrator sign the attached proposed Order and approve the attached Annex.

Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_ Approve with modification: \_\_\_\_\_

**ATTACHMENTS:** Proposed CPA Order on Realignment of Military Industrial Companies and Annex A

**COORDINATION:** Ministry of Industry and Minerals / (b)(6)  
Private Sector Development (b)(6)  
Governance / (b)(6)

*What are we going to  
do w/ the employees?*

## **COALITION PROVISIONAL AUTHORITY ORDER NUMBER 75**

### **REALIGNMENT OF MILITARY INDUSTRIAL COMPANIES**

*Pursuant* to my authority as Administrator of the Coalition Provisional Authority (CPA), and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003),

*Furthering* commitments to promote public order and safety and restore the conditions of security and stability for the Iraqi people,

*Having* worked closely with the Governing Council to ensure that economic change occurs in a manner acceptable to the people of Iraq,

*Recognizing* that many state-owned enterprises previously engaged in military industrial production (heretofore "military industrial companies") sit idle and largely abandoned throughout Iraq,

*Concerned* that buildings and factories of companies formerly assigned to the military industrial commission (or "military industrial companies") often contain stockpiles of hardware and materials that remain deployable for violent uses against Coalition Forces and the people of Iraq, and that employees of these companies remain needlessly underemployed and unable to utilize their skills to promote the welfare of Iraq,

*Determined* to secure and dispose of these stockpiles and to assign responsibility for reconstituting military industrial companies and reassigning their employees as necessary for the promotion of peace, security, and stability in Iraq;

I hereby promulgate the following:

#### **Section 1 Purposes and Objectives**

This Order promotes public order and safety for the Iraqi people by providing for the security and destruction of materials abandoned after the closure of military industrial companies throughout Iraq. This order also restores conditions of stability in Iraq by assigning responsibility for the personnel and assets of military industrial companies to appropriate ministries and facilitating the reconstitution of such companies for peaceful and resourceful uses.

#### **Section 2 Military Industrial Companies**

**CPA/ORD/15 April 2004/75**

- 1) Military industrial companies subject to this Order include those state-owned enterprises listed in Annex A. The absence of appropriate responsibility for the facilities and assets of these enterprises has been determined by the Administrator to constitute a continuing threat against Coalition Forces and the people of Iraq if not appropriately secured.
- 2) State-owned enterprises formerly assigned to institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), Dissolution of Entities, and those enterprises formerly assigned to the military industrial commission are generally subject to inclusion in Annex A.
- 3) The military industrial commission is an entity dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02).
- 4) The Administrator retains authority to add state-owned enterprises to Annex A if it is determined that such enterprises previously engaged in military industrial production and either (a) threaten public order and safety on account of stockpiles and/or abandoned materials that may be used for violent purposes against Coalition Forces and the people of Iraq, or (b) have real property or other tangible assets that the enterprise as presently constituted cannot adequately safeguard and thus stand in danger of being looted, severely damaged, or destroyed.
- 5) The Minister of Industry shall be notified of any additions or deletions to Annex A within ten days of such action being taken by the Administrator. The Minister of Industry shall also inform the Administrator of any state-owned enterprise known to have been engaged in military industrial production, but not listed in Annex A

### **Section 3**

#### **Disposition of Military Industrial Assets and Employees**

- 1) The Administrator retains authority to secure facilities and dispose of the material assets of enterprises listed in Annex A so long as the Administrator finds that such facilities or assets or the lack of control over such facilities and assets constitute a continuing threat to Coalition Forces and the people of Iraq.
- 2) The Administrator also retains authority to reclassify and/or reorganize the enterprises listed in Annex A, so long as the Administrator finds such reclassification and/or reorganization essential to the safety of Coalition Forces and the people of Iraq, the preservation of assets and property for the people of Iraq, or the restoration of societal conditions necessary to the self determination of the Iraqi people. Where an enterprise listed in Annex A is not reassigned to another Iraqi ministry, the liabilities of such enterprise shall be assumed by the Ministry of Finance.

- 3) The Administrator further retains authority to reassign otherwise unemployed workers of the enterprises listed in Annex A to other Iraqi ministries, governmental agencies, governmental instrumentalities, or state-owned enterprises, so long as the Administrator finds such reassignment furthers the security and safety of Coalition Forces and the people of Iraq or furthers the restoration of societal conditions necessary to the self determination of a free people.
- 4) To ensure continuity in the economy of Iraq and the salaries of workers reassigned under this Section, the Minister of Finance will assure that the budget of any enterprise reassigned and/or reclassified under this Section, and the associated payroll information for any employee reassigned under this Section, shall follow that enterprise or employee to their new ministry or place of employment. Employees reassigned under this Section shall be guaranteed a salary commensurate with the salary paid by their former employer.
- 5) The Minister of Industry must be notified in writing of any action taken under this Section, and within 14 days of such notice may issue an opinion as to whether such action serves the interests of the Iraqi people. The Minister of Industry may make specific recommendations for alternative courses of action, keeping in mind that the Administrator retains full authorization under the laws and usage of war to ensure and restore public order and security in Iraq.

#### **Section 4** **Assignment and Consolidation**

- 1) Responsibility for military industrial companies and the assets and personnel thereof not listed in Annex A shall be assigned to the Ministry of Industry and Minerals or such other ministry as the Administrator deems appropriate. These companies shall include all state-owned enterprises formerly supervised or owned by institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), or formerly assigned to the military industrial commission.
- 2) Military industrial companies assigned to the Minister of Industry and Minerals under this Section may be subject to consolidation pursuant to the procedures set forth in other CPA Orders.

#### **Section 5** **Administrative Instructions**

The Administrator may delegate authority to issue Administrative Instructions to clarify and implement this Order.

#### **Section 6**

CPA/ORD/15 April 2004/75

### **Inconsistent Legislation**

Any provision of Iraqi law that is inconsistent with this Order or Annex A is hereby suspended to the extent of such inconsistency.

### **Section 7 Entry into Force**

This Order shall enter into force on the date of signature.

L. Paul Bremer, Administrator  
Coalition Provisional Authority



## Annex A

### Military Industry Commission Companies (MIC's) to Ministry of Industry and Minerals (MIM):

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1. Al Saheed	Copper production	1,300	11.9%	45%	MIM
2. Tareq	Pesticides, chemicals	896	30.6%	25%	Ministry of Finance
3. Hammurabi	Pistols, small arms	636	2.8%	15%	Ministry of Finance
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Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
13. Al Nidaa	Dies, molds, gears	1,281	41.8%	80%	Ministry of Finance
14. Al Salam	Construction Equip.	752	7.7%	100%	Ministry of Housing
15. Ibn Majed	Eng. Mfg. Marine et.al.	1,648	21.6%	30%	MIM

**MIC's to Ministry of Labor and Social Affairs (MOLSA):**

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Training Center	All defense SOE's specialties	N/A	N/A	N/A	Ministry of Labor

**MIC's That Will Have Surviving Assets and Employees Transferred to Other Iraqi Government Agencies:**

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
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3. Al ezz	Electronic switching	1,046	23.7%	100%	Ministry of Finance
4. Al Kadissiya	Guns, grenades, mortars	3,035	69.9%	100%	Ministry of Finance

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
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3. Bader	Tools, dies	1,631	82.8%	100%	Ministry of Finance
9. Tabook	Powder for cartridges	532	0.3%	20%	Ministry of Finance
10. Al Hadhar	Chemical products	572	70.6%	100%	Ministry of Finance
11. 7 Nissan	Fuses, military shells	2,652	94.2%	100%	Ministry of Finance
12. Al Hareth	Radars, welding equipment	1,387	0.0%	60%	Ministry of Finance
13. Al Kindi	R & D radars	976	38.0%	90%	Ministry of Finance
14. Sanahareeb	Irrigation systems	675	22.3%	100%	Ministry of Finance
15. Salahuddeen	Communication, radars	2,900	34.2%	75%	Ministry of Finance
16. Ibn Rushd	Qa, testing, inspection	448	50.0%	100%	Ministry of Finance
17. Hutten	Ammunition, guns, mortars	5,473	25.9%	70%	Ministry of Finance

**APPENDIX A**  
**WORK REQUIRED ON PREMISES**

1. Install new water tanks on the roof of the main house, cottage, and guard house.
2. Cosmetic finish to the bathrooms and other rooms wherever required.
3. Clean all floors and repair any damage to the floor tiles through the entire house.
4. Repair the guard house to a standard suitable for living.
5. Provide light fittings in all rooms. (On the request of Lessee, all fittings will be supplied but not fitted as the Lessee will do so according to Lessee's needs).
6. Fit lights in the garden.
7. Fit suitable curtain rails to all windows (but not curtains).
8. Clean all windows.
9. General cleaning throughout the house.

\_\_\_\_\_  
(initial) Iraqex  
DDSE32/2343K

Lessee \_\_\_\_\_ 5  
(initial)

## APPENDIX B CONDITIONS OF INDEMNIFICATION

Iraqex does not wish to take responsibility for or dictate Lessee's internal security. However, Iraqex has a responsibility to ensure that its Indemnification is not called upon.

Lessee agrees that Iraqex provides Indemnification under the following conditions:

1. Iraqex will have the authority and responsibility to provide perimeter security whose mission is the protection of the Premises and its structures. Iraqex will employ uniformed guards and plainclothes security forces to protect the perimeter and surrounding areas as needed to provide reasonable protection to the Premises. Iraqex security forces will cooperate with Lessee's security forces. Iraqex security forces will have no responsibility for the protection of any people or Lessee's employees, assets, or interests within the Premises. Iraqex will be solely responsible for any damage to the Premises caused by its agents, officers, directors, employees, contractors or subcontractors.
2. Lessee is responsible for the internal security of the structure and must put in place generally accepted security measures to protect against entry of unauthorized persons, weapons, explosives, and other devices which might cause damage to the Premises.
3. Iraqex will have the authority to remove persons, objects, and any other items located on or outside the outer walls of the Premises which may have the potential to harm the Premises. This includes the authority to prevent the parking or stopping of vehicles on the streets, sidewalks, and grounds within 35 meters of the Premises' perimeter. This also includes the authority to limit or prevent unauthorized foot traffic and storage of objects immediately around the perimeter of the Premises.
4. Iraqex may provide written security warnings and or directions to Lessee and/or its security forces. Lessee will take reasonable actions once provided with these warnings or directions.
5. Lessee will not display signage or other items which indicate the nature or identity of Lessee without the written authorization of Iraqex.
6. Lessee will not host parties or other events outside the outer walls of the Premises without the permission of Iraqex. Lessee will not host or endorse parties or events within the Premises which attract undue attention to the Premises. This includes excessive noise, excessive lighting, decoration, and other indications which draw undue attention to the Premises.
7. Lessee will not publish the address or location of the Premises in any public medium without first consulting and receiving approval from Iraqex.
8. Lessee and Lessee's security forces must notify Iraqex of any direct or indirect threats which may threaten the security of the Premises.

\_\_\_\_\_  
(initial) Iraqex  
DDSE32/2343K

Lessee \_\_\_\_\_ 6  
(initial)



# **FALLUJA CEMENT PLANT (BLACK CEMENT PLANT)**

DESIGND and CONSTRUCTED BY:

**POLIMEX-CEKOP**

POLAND-WARSAW

7/9 Czackiego St.

The plant was established in 1976 and was stopped in 1986 because of shortage some of spare parts and become not economic.

Annual Capacity (400000) Metric tons of clinker (wet method).

The plant was destined for production of ordinary Portland cement conforming to **BSS NO. 12** dated 1958.

## **The plant consists of: -**

### **1-Crushing and Transportation of lime stone:**

- 2Crusher capacity 300 t/h, reduce size from 800mm to 25mm.
- Many iron conveyors as feeding system.
- Many belt conveyors to transport material to storage are.
- 1 Set of dedusting system.

### **2-Clay slurry preparation department.**

- 3 Wash mill having capacity 300 t/h, of Dray clay (waters content 60%).

Mixer makes 10 r.p.m.

Rated power 200kw.

- 2 Centrifugal pumps for pumping the clay slurry from silo's to clay feeder of mill (60 ton and 120 ton).

### **3-Slurry preparation department:**

- 1Ball mills (wet method) 60 t/h.
- 1Ball mills (wet method) 120 t/h.

The residue on mesh 72.BSS dose not exceeds 2.5%.

### **4-Storage and transportation of slurry.**

- 6 Corrector tanks (capacity  $6 \times 500$  cu.m.).
- 1 Slurry agitator 3000 cu.m.
- 1 Slurry agitator 7000 cu.m.
- 3 centrifugal pump for pumping the slurry from silos to agitator.
- 3 centrifugal pump for pumping the slurry from agitators to kilns feeding.

### **5-Fuel oil preparation department.**

- 5 Tanks capacity  $5 \times 2000$  cu.m.
- 2 Boilers for saturated steam.each boiler capacity 4 t/h, presser 8 bar.
- Oil pumps-day tank-piping-oil filters.

6-Rotary kilns:

- Clinker burning and transport department.
- 2 Rotary kilns dai 4.2/3.9 m. length 145 m.
- With planetary coolers made of 12 tube dia 1.2 m. length 9.5 m.
- Kiln capacity 700 t/24 h.
- Heat consumption 1500 kcal/Kg. Of clinker at 36% water in the slurry.
- Kiln speeds 0.45-1.3 r.p.m.
- Kiln inclination 4%.
- D.C. electric motors power 267 k.w.
- Disesel engines 30 hp.
- 2 Clinker convey (apron bucket conv.) 120 t/h capacity for each.

7-Storage of materials:

- 3 Rotary crane capacity of clam shells bucket size 3 cu.m.

8-Compressors for slurry mixing.

- 2 Air compressors.
- Two-stage piston compressor motor 200 kW, speed 500 r.p.m, pressures  $4.5 \text{ kg/cm}^3$ , capacity 33 cu.m/min.

9-Cement ball mill:

- 1 Polish cement ball mill.
- 1 Danish cement ball mill.

10-Cement packing and loading station with 4 silos of Cement.

### **Shortages of big items: -**

- 1-Air compressors.
- 2-Steam boilers.
- 3-Centrifugal pump's.
- 4-Belts conveyors.
- 5-H.V. motor and gearbox of 120 t/h raw material mill.
- 6-H.V. motor and gearbox of Danish cement mill and also steel lining, grinding medium.

### **Repairing of big items: -**

- 1-Rotary cranes in storage area.
- 2-Brick lining of kilns.
- 3-All electricity and instrument control (need to renew).  
Power supply 380 volts, 50 cycles, 3 phase.  
lighting supply 220 volts, 50 cycles, single phase.
- 4-Electrostatic precipitator for exhaust smoke of kilns.

### **Machinery, Equipment Suppliers: -**

- A-Main gears for raw and cements mills. F.L. Smidth-Denmark.
- B-Kiln burning. Unitherm-Austria.
- C-Commentator motors. Asea-Sweden.
- D-Weighing belt feeders. Kukla-Austria.
- E-Slurry pumps. Rheinhuetten-Germany.
- F-Electrostatic precipitator. Lurgi-Germany.

### **NOTICE:**

One crusher of raw material and one kiln (dry method) were restarted in 2001 to produce refractory (Bauxite).

(b)(6)

From:  
Sent:  
To:  
Cc:

(b)(6)

Thursday, March 04, 2004 7:51 PM

(b)(6)

Subject:

(b)(6)

Hello ALL,

Today, I visited Fallujah Cement Factory (Portland Cement and white cement factories.) I traveled with a driver and a English speaking Iraq, Ala'a Kh. Ja'afar of the Al Dhahir Group. We did not have a pre arranged visit. However, Al Dhahir Group is 'local'.

The first 15 min. were, lets say, getting to know each other (the manager plus 5 men and myself). What broke the ice is when they realized I came with out any security. I was not military, I was not CPA and I only wanted to talk about making money. To make money is a 'big jump' from March 4th to reality.

How can this be achieved? Common sense, investment in local community, investment in local industries and a political will of all parties. CREATING JOBS. This is what we talked about for 2 hours.

The above is not easy in any strict of the imagination. In my humble opinion, a combination of private investment, public sector funding and grant funds is required.

Private investment:

-Is there a financial feasible project?

Fallujah Cement Factory:

Portland:

-Build: 1972 - 1975

-Built by: Polish firm "Polymex Co"

-3 lines

-Technology used: water and clay (??)

-Capacity: 600,000 tons at 100% capacity

-Closed: 1986

2 or 3 new factories were built with better technology

-Investment required (for 2 lines): \$5,000,000 ????

Management will support this figure by end of month when a study is completed.

-To rebuild a factory that has old technology is questionable.

-Marble Factory (adjacent) is part of the investment plan.

-Brick Factory: Management would like to build. Investment: ????

-Feasibility of investment: Can not comment at this time. Due diligence required.

-Management proposed structure: Joint Venture is formed between investor and Fallujah Cement Factory (not simple with CG and CPA involved).

Public Sector Funding (A requirement of investor).

-Finance modernizing local hospital and sports facilities.

\$2 /3 million. This is cheap vs. the cost of a young American soldiers life.

Grant Funding (A requirement of investor)

-Make improvement on power station in the industrial zone where Fallujah Cement Factory is located.

Fallujah local government and religious leaders (a requirement of investor)

-Agree with investment plan.

-But most important, support the military in its endeavor to keep the peace. Welcome the Marines into Fallulah.

Is this a dream? YES.

Can a investment program stop the killing? YES

Can dream be achieved? YES

I look forward to comments.



(b)(6)

**From:** (b)(6)  
**Sent:** Monday, March 01, 2004 10:15 PM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** Re: Fallujah Cement Factory--An Alternative

(b)(6)

Thanks for your help. I look forward to hearing from you.

A very brief overview of Salford

I have worked with CPA and military officials in Baghdad and Amman since August 2003. A short list:

(b)(6)

Plus others.

References: Ambassador Montgomery or Patrick C. Hughes, Commercial Attaché, U.S. Embassy, Belgrade, Serbia.

I am a partner with a investment advisor firm SALFORD. See attached. Salford administrative office is in London. Operating offices: Moscow, Tbilisi and Belgrade. Our investment fund is: New world Value Fund, a \$500 million fund. SALFORD and New World Value Fund (NWVF) are committed to invest in Iraq. There is an allocation of \$100 million for investment in Iraq.

Salford:

- Eugene Jaffe, CEO of Salford-American
- Paul Blyumkin, CFO-American
- Jack Barbanel, CIO-American
- Clifton Harrison, Partner-American

Let me mentioned the Advisory Board to NWVF:

- Lord Bell, Chime Communications Plc
- Stephen Curtis, Esq.
- Dr. Eyhab Jumeen, Representative of His Royal Highness Sheikh Sultan Bin Khalifa Bin Zayed Al Nahyan
- Dr. Klaus Mangold, Chairman of the Board Daimler Chrysler Services AG.
- Hans Skalin, CEO, Ikea International
- Philippe von Stauffenberg, Principal, Hicks Muse Tate & Furst Ltd. (a Dallas based very large investment group)

Salford with a local partner, Al Bunnia Group (HMBS) have bid on El Nasr Tobacco Factory and Manssour Shopping Center. As soon as the Iraq Stock Exchange is operating, Salford will tender for shares in Baghdad Bottling Company, I joint stock company. We are looking for other investment opportunities.

Our management has spent the past 12 years in Russia, CIS and Serbia. We understand very well the many problems in Iraq today. In fact, I am advising the Ministry of Finance on privatization issues. Getting the government out of business through privatization, is a one of 'key' for economic success.

Regards,

(b)(6)

(b)(6)

From: (b)(6)  
Sent: Monday, March 01, 2004 3:47 PM  
To: (b)(6)  
Cc: (b)(6)  
Subject: RE: Fallujah Cement Factory--An Alternative

(b)(6)

Thanks for giving a call. Hope I didn't sound too pessimistic about a trip out to Fallujah--definitely did not mean to. Little difficult to talk with the delay.

I just wrote the Brigade to see if we could set something up. Getting investors in is what we have been looking to do since I have been up here. You are the first and I will work hard to get you out there.

Respectfully,

(b)(6)

CPT, EN  
505th Parachute Infantry Regiment Liaison

(b)(6)

-----Original Message-----

From: (b)(6)  
Sent: Monday, March 01, 2004 10:51 AM  
To: (b)(6)

(b)(6)

Subject: Fallujah Cement Factory--An Alternative

Hi (b)(6)

I had dinner last night with (b)(6) is an American investment banker who has worked extensively on projects in Russia and Serbia. For the past year, he has been in and out of Iraq, looking for investment opportunities. He has met with (b)(6) and all the other VIPs at CPA.

Last night I mentioned to (b)(6) the Fallujah cement factory. When I told him the U.N/Japanese might be able to help us out there, he expressed some skepticism. He is keen on going out to look at it, so as to begin the due diligence process.

(b)(6) arrived in Baghdad this morning, having driven out there at midnight last night. His email is listed in the CC of this email. I would like to get him out to Fallujah this week with your help. He is a serious investor who has ready money to invest in the cement factory vis a vis a long term lease. This would be a faster solution than the U.N. approach, and so it is an alternative we should explore.

(b)(6) is also going to contact Sheikh Tarik, the sheikh who controls Fallujah, to ensure that he is involved in this project from the beginning.

Please contact (b)(6) as soon as possible so he can get on your next mission out to Fallujah.

Regards,

(b)(6)

Iraq Development Center  
U.S. Embassy  
Amman, Jordan

Col - draft for  
your review.  
(Simulating on Tires) - Demand  
Loan Application

Iraqi Cement Company

**What is the name of your Company?**

Iraqi Cement Company. Herein "ICC" or "The Company".

**Provide a brief description of your Company (in 200 words or less). Include description of your products, facilities, customers and number of employees.**

The government of Iraq formed ICC in 1964. Under the Ba'ath regime ICC produced nearly all cement used in central Iraq, or 1/3 of the total Iraqi market. ICC is state owned.

The Company has four plants in central Iraq and two warehouses in Baghdad, producing Portland, White, and Water Resistant cement. Baghdad warehouses and offices were looted in early 2002; plants remain mostly intact.

The Company's 2,784 employees are distributed as follows:

- Baghdad Office – 515 employees
- Kirkuk Plant – 625 employees
- Kubaissa Plant – 720 employees
- Al Qaim Plant – 464 employees
- Fallujah Plant – 460 employees

ICC plants are not operating. The Company can begin limited operations when electricity becomes available. Plants were designed for a total capacity of 4.8M tons per year.

Design Capacity	Tons / Yr
Al-Qaim	500,000
Fallujah	280,000
Kirkuk	2,000,000
Kubaissa	2,000,000
Total Design Capacity	4,800,000

**Name of contact person and position held at Company.  
Phone # and email address for contact person.**

[[XXX]] Director General, Iraqi Cement Company.

**How much money in US \$ are you requesting?**

USD 60,000,000.

**What exactly will the money be spent on? Be specific, and account for 100% of the loan amount. Describe the products or services, quantity to be purchased, unit pricing and names of suppliers.**

The initial \$30M will be spent on generators (\$18M), Gear Boxes (\$4.5M) and other necessary repairs and materials (\$7.5M) to restart operations. The additional \$30M will bring all plants to capacity.

Item	Location	Quantity	Unit Price (USD)	Total (USD)
Packing Machine	Kubaissa	4	\$300,000	\$1,200,000
Packing Machine	Kirkuk	3	\$300,000	\$900,000
Packing Machine	Fallujah	1	\$600,000	\$600,000
Generator	Kubaissa/Kirkuk/AI-Qaim	3	\$6,000,000	\$18,000,000
Mill Gear (2 pinions)	Kirkuk	3	\$500,000	\$1,500,000
Mill Gear (1 pinion)	Fallujah	1	\$500,000	\$500,000
Gear Box	All Plants	10	\$250,000	\$2,500,000
Air Cooler	All Plants	4	\$1,000,000	\$4,000,000
Air Quenching Cooler Exhaust Fan	Kirkuk	2	\$600,000	\$1,200,000
Air Compressor	All Plants	40	\$50,000	\$2,000,000
High Tension Motor	Kubaissa/Kirkuk/AI-Qaim	3	\$500,000	\$1,500,000
Shovel - Crane	Kubaissa/Kirkuk/AI-Qaim	10	\$500,000	\$5,000,000
Bulldozer	Kubaissa/Kirkuk/AI-Qaim	10	\$500,000	\$5,000,000
Dump Truck	Kubaissa/Kirkuk/AI-Qaim	10	\$300,000	\$3,000,000
Kiln Shell - 4.3 Meter	Kubaissa/Kirkuk	2	\$1,000,000	\$2,000,000
Kiln Shell - 4.4 Meter	AI-Qaim	1	\$1,000,000	\$1,000,000
Metallic Conveyor	All Plants	4	\$500,000	\$2,000,000
On Line Sampling & QC System	All Plants	4	\$250,000	\$1,000,000
PLC Control System Upgrade	All Plants	4	\$500,000	\$2,000,000
Training	All Plants/Baghdad Office	5	\$200,000	\$1,000,000
Dust Prevention System	All Plants	4	\$500,000	\$2,000,000
PC AC/Dust Prevention System	All Plants	4	\$500,000	\$2,000,000
<b>Total</b>				<b>\$59,900,000</b>

**How do this loan and its uses address your long term goals for your Company?**

The Company will use all proceeds for capital expenditures and plant improvements necessary to bring plants to full capacity.

**Describe why you need the products or services you intend to purchase. What will it allow you to produce?**

- **Generators:** Needed to get plants running.
- **Parts, Gearboxes:** Needed or nearly needed to restart operations.
- **QC/Sampling/Dust Prevention:** To solve quality problems and bring White Cement to international standards.

**Do you have a customer for the products you will produce? If yes, name the customers.**

Customers include government entities, private partnerships, and private companies. The Company's primary customers in 2004 will be state owned enterprises and Iraqi government ministries.



**How much cash do you currently have in the bank? Provide the bank name and branch.**

Two accounts with Rasheed Bank, Baghdad Branch:

- USD 368,847
- ID 192,051,000

**How much money is currently owed to you by customers? Provide names of the customers that owe you money.**

ID 1,079,480. All pre-war accounts are from entities closely related to the Ba'ath regime.

**What is the market value of inventory you currently have? Include both raw material and finished goods. Describe the inventory.**

Inventory Composition	Thousands ID
Finished Goods and WIP	6,036,258
Spare Parts & Letters of Credit	24,784,374
Consumables	2,181,657
Raw Materials	2,776,526
Packaging	2,021,103
Oil & Gas	380,306
Post-Conflict Adjustments*	(3,353,968)
Total	34,826,256

\* KPMG proposed adjustments + write-off of 1/2 of Head Office Inventory.

**Identify any assets that you can use as collateral for the loan. For example, finished inventory, accounts receivable or property. Provide the market value of these assets.**

**Book Value:**

Collateral Asset Book Value	Thousands ID
Land	84,694
Buildings	1,144,377
Machinery/Equipment	12,749,088
Furniture & Fixtures	404,834
Total	14,382,993

**Apx. Market Value:**

Most fixed assets are fully depreciated. New plants would cost \$300M per 2M tons/yr produced. ICCs plants can be raised to full capacity of 4.8M tons/yr for \$60M.

So we can approximate the **replacement cost** of ICCs plant today as  
 $\$300M \times 4.8 / 2 - \$60M = \$660M.$



**How much money do you currently owe to suppliers? Identify the suppliers by name and amount for each supplier.**

Accounts Payable stood at ID 9,111,943,000 on 31 Dec 2002. The Ministry of Finance has suspended all pre-war accounts payable. Substantially all business in 2003 has been in cash.

**How much money do you currently owe to banks? Identify the banks by name and amount for each bank.**

Creditor	Thousands ID
Al-Rafidain Bank	3,990,376

**How much revenue does your Company expect to generate in the next 3, 6 and 12 months?**

Revenue Projections	Thousands ID
3-mo Post Loan	6,400,000
6-mo Post Loan	32,000,000
12-mo Post Loan	128,000,000

**When will you repay the money? Will you repay 100% of the loan at one time, or repay in installments. If in installment, provide repayment dates and percentages repaid on each date.**

Propose 5-yr repayment.

**What are the competitive strengths of your Company?**

- Near monopoly position in Central Iraq.
- Large fixed costs represent substantial barrier to entry.
- War reconstruction means strong demand in coming years.
- \$10-15/ton production cost; \$40-60/ton market price.

**Who are your biggest competitors? Include both Iraqi companies and imports from other countries.**

- Northern Cement Company (Iraqi state owned)
- Southern Cement Company (Iraqi state owned)
- With ICC shut down, neighboring countries are exporting cement to Iraq, though at a much higher cost basis.

**What is your market share in Iraq for the products this loan will help you produce? Describe the risks to your Company's projections. What could potentially prevent you from meeting these goals?**

ICC market share for cement products in Iraq was ~33% in 2002. ICC will produce less cement in 2004 than 2002, but at a much higher price. The Company expects to retain its market share in 2004.

Risks include:

- Security and transportation
- Competition from importers
- Relaxation of raw material price regulation
- Unproven management team

**Provide brief description of the top three executives at Company, including years at Company and relevant experience. Provide CV's on separate sheet, if available.**

Director General: Mohammed Abd-Allah Mohamed.

Deputy DG:

Deputy DG:

**Provide a copy of your most recent (unaudited is acceptable) historical balance sheet, income statement and cash flow statement.**

**Provide a copy of your last audited historical balance sheet, income statement and cash flow statement.**

**Provide a copy of your projected balance sheet, income statements and cash flows for the next 3, 6 and 12 months.**

**Ali M. Fikieki Bureau  
For  
Economic Consultancy**

**Baghdad , Hay Al-Kadra'a Sect 631 St. 37 No. 6. Tel.: 5553049**

(b)(6)

(b)(6)

**Cement Plant  
Feasibility Study  
-IRAQ-**

**Name of Investor: Suhail H. J. Kubba**

**(June 2004)**

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## **Introduction and Findings**

The present Feasibility study is made specially to answer some questions raised by prospective investor in cement industry in Iraq. The team of Feasibility study who wrote this report sought to answer the questions the concerned investor might ask as: Is there a potential market for my Product in Iraq? If so, what is the size of this market? What are the import duties? What competition would my product meet from local sources as well as imported sources? Are there any special regulations or specifications concerning my products? The prospective investor will find at the beginning of this study a summary that conclude all the main finding of the study. In part "I" General information, all the basic data necessary to understand the economy of Iraq ,its form of government, weather conditions, currency , national and per capita income... In part "II" cement market in Iraq, size of market and some other topics. Par "III" . Supply resources and cement prices.

-This study concludes that the forecasted size of cement market in Iraq for the period 2005-2010 could be in the range of (31.2-33.3) million tons/year.

-The present accessible production capacities of the local cement production plants is estimated at (17.9) million metric tons; but the actual production is around (6.3) million tons. Therefore the country depends on import to satisfy its augmenting demand for cement.



- The main exporting countries to Iraq are: Egypt, Lebanon, Iran, and Jordan. Average local price of imported cement in Baghdad ranges between US.\$ 80-90 per ton. Iraqi cement ex factory price 54-77. The C.& F. price (Um Qassr) is \$ 68 tom; While the ex factory price of the prospected plant will be \$ 38 per ton (sacked in craft paper sack).
- The proposed plant by this study is a second hand plant with designed production capacity of (1200) tons per day equiv. to (360000) tons/year, But this study considered (85%) of that quantity.
- The initial price of the plant as it is now in Europe is EUR. (7885) thousand equivalent to US.\$ (9735) thousand.

The total cost of the plant installed in Al-Anbar-Iraq is estimated at (11835) thousand.

- Foreign exchange rate \$ 1.0 = ID. 1500.
- The estimated capital of the plant is \$ (15250) thousand; including \$ 637 thousands operating capital around (79%) of the total capital is to be finance by a loan, and around (21%) equity capital.
- The proposed location of the plant is in Al-Anbar where the raw materials available in abundance and in good quality, and reasonable cost.
- Manpower Requirement: 198 persons.
- Total production cost is estimated at \$ (7.83) million, which the annual sales value (ex factory prices) \$ (11.40) million.

- Production cost per ton : \$ 26.1.
- Ex factory sales price: \$ 38.0.
- Annual net profit : \$ 3.57 million.
- Simple rate of return on invested capital : 23%.
- Pay – back period : 3.3 year.
- Break – even Point: 30%.

**PART -I-**  
**-IRAQ, Basic Data-**

## **Basic Data: IRAQ**

- 1-Land Area: 435 000 Km.
- 2-Population: 26.5 mn. (2004 estimates); 22.0 mn. Year 1997 census.
- 3-Main Cities and their population:
  - Baghdad 5.0 mn. Mosul 2.1 mn.
  - Basra 1.3 mn. Kirkuk 0.6 mn.
- 4-Climate: -very hot summers; Cool Winters.
  - Weather in Baghdad (Altitude 660 m.):
    - Hottest months : July, August (24-43 C), (average daily minimum and maximum);
    - Coldest month: January 4-16C.
    - Driest months: June-September
- 5-Languages: Arabic; Kurdish in the northern region.
- 6-Measures : Metric System.
- 7-Currency : Iraqi Dinar (ID).= Average official exchange rate: US\$ 1.0 = I.D. 0.32
  - Free market exchange: \$ 1 = ID. 1400-1500.
- 8-Time : 3 hours a head of GMT.
- 9-Life expectancy at birth: 63.8
- 10-Per capita income : year 2000: \$ 163
  - year 2005: \$ 1700 (Forecasted)
  - year 2010: \$ 2300 (Forecasted)
- 11-Fertility: 5.3
- 12-Share of consumption in aggregate national product: % 96.7
- 13-Share of saving in aggregate national product: % 3.3
- 14-Oil production as in January 2004: 2.3 mn. bd.
- 15-Prospected Oil production (2005): 3.7 mn. bd.

16-Prospected Oil exports (2005): 3.3 mn. bd.

17-Literacy average (Adults): % 54.

18-Number of schools and students: As shown on  
table No. (1)

**Table No. (1)**

<b>Stage</b>	<b>No. schools</b>	<b>No. students (mn.)</b>
Primary	8339	3.2
Intermediate and secondary	2941	1.1
Agriculture, Trade, Industrial	243	0.1
University and Institutes	40	0.3

**Source:** The Central Bureau of Statistics-Baghdad.



17-Main Origins of (GDP) - 2000 (%) : as show on  
table No. (2)

**Table No. (2)**

<b>Sector</b>	<b>Percent</b>
Mining and Oil	57
Agriculture	15
Manufacturing	6
Services	23
<b>Total</b>	<b>100%</b>

**Source:** The Central Bureau of Statistics.

19-Form of Government: In transition as in the first half of 2004.

20-Income Taxation system: In Transition. as in the first  
half of 2004.

**Table No. (3)**

**2000** Foreign Language

**ESTIMATES OF THE POPULATION IRAQ BY AGE GROUPS, URBAN/ RURAL AND SEX IN 2000**

(00) Foreign

Total Foreign Language			Rural Foreign Language			Urban Foreign Language			
Foreign Language									
Total	Female	Male	Total	Female	Male	Total	Female	Male	
35060	17090	17974	11301	5262	6039	23763	11828	11935	0-4
30711	14960	15751	8729	4189	4540	21982	10771	11211	5-9
27896	13592	14304	7665	3692	3983	20231	9910	10321	10-14
26220	12792	13428	6890	3323	3567	19330	9469	9861	15-19
23474	11453	12021	5630	2781	2849	17844	8672	9172	20-24
20408	9871	10537	4416	2273	2143	15992	7598	8394	25-29
17014	8120	8894	3839	1952	1887	13175	6168	7007	30-34
13311	6318	6993	3174	1596	1578	10137	4722	5415	35-39
10438	5003	5435	2411	1225	1186	8027	3778	4249	40-44
8498	4136	4362	1901	965	936	6597	3171	3426	45-49
6591	3219	3372	1522	759	763	5069	2460	2609	50-54
4902	2374	2526	1228	594	634	3674	1780	1894	55-59
3725	1834	1891	1013	485	528	2712	1349	1363	60-64
2926	1515	1411	864	422	442	2062	1093	969	65-69
2212	1200	1012	657	334	323	1555	866	689	70-74
2381	1335	1046	706	374	332	1675	961	714	75 & above
235771	114812	120959	61946	30216	31730	173825	84596	89229	Total

Foreign  
Languag

**Part –II-**  
**-Demand Estimates**  
**and Forecasts-**

## **Cement consumption in Iraq**

### **Sources of Consumption in Iraq:**

- Building roofs.
- Building foundations and building concrete structures.
- Urban and country roads.
- Irrigation channels and agriculture lands reclamation construction works; water gulags; Dams
- Road pavement , highways pavement , carriage ways.
- Minor rural roads.
- Crash barriers.
- Kerbstone by offset slip forming.
- At site concrete profiles production.
- Airports runways.
- Airports concourses.
- Track ways building.
- Concrete slabs.
- Car parks.
- Storage areas.
- Piling of all kinds.
- Railway tracks.
- Asphalt production.
- Concrete blocks production.

## **Local Demand size Estimates:**

Demand for cement is a derived demand type. It is derived from demand for different types of buildings amongst which are the dwelling units, besides the other types of buildings such as restaurants , hospitals, schools, coffee shops, laboratories , etc... But, according to a sampling investigation, it was concluded that the major part of demanded quantities come from housing construction sector. So, in order to estimate the country total annual demand we will estimate the forecasted number of dwelling units to be constructed annually, then estimate an average quantity of cement per one average dwelling unit as an approach toward estimating the aggregate demand for total dwelling units to be built annually in Iraq; then add an additional quantity for the other purposes and uses as a percentage of the total annual housing requirements of cement.

### **Forecasted Dwelling units to be built in Iraq period 2004-2010**

Table No. (4) shows the average annual number of dwelling units which are built in several number of countries. As it is shown on the table, the highest average annual number is in Ceypruce which is (13.7) units per one thousand inhabitants, then comes Italy where the number is (12) units, then Greece (11.5) units



per one thousand inhabitants. The lowest two countries are Iceland and Bulgaria with an average of (2.3) and (2.5) per each consequently. Poland (3.6). Turkey and Austria (4.2) and (4.3) units per each consequently.

To select any of these rates in relation to Iraq, it would be advisable to regard the following considerations:

- 1-Presently, there is in Iraq an acute accumulated shortage of housing facilities represented in housing deficit exists. The present shortage is estimated at about (800) thousand units. That is the annual supply of new dwelling units during the last twenty years was less than the annual demand; by an annual average of (40) thousand units.
- 2-The unproductive public spending which prevailed during the last 35 years of the last regime, would be either not exists or diminished to the lowest limits in the present and forthcoming rule. Instead all the governmental revenues would be devoted to productive and public service sectors of the country; amongst which building and construction works, especially housing. This assumption support the point of view of selecting number (8) dwelling units per thousand inhabitant per year to apply for Iraq.
- 3-The present economic system of the country is giving an increasing attention to the private sector roll in all

economic and construction fields. This assumption support the point of view of selecting a higher rate concerning the number of new dwelling units to be built per one thousand of population per year such as (8) units or more.

4-Iraq will regain its share of oil export of (3.2) million barrels/day with an average export price of US\$ (25)/barrel. This will bring an annual oil revenue of US\$ (29) billions. ; beside other revenues from other sources. Such revenues accompanied with new economic practices will positively contribute in housing and other buildings construction activities, and will support the assumption of selecting a rate of (8) dwelling units (or more) per thousand inhabitants per year.

In the light of the pre mentioned assumptions, and referring to the following table No. (4) figures, it would be acceptable and reasonable to propose two scenarios, one conservative of (4) units per thousand, the other is optimistic of (8) units per thousand inhabitants per year. Then to set-out our forecasts of the prospected newly built dwelling units per year, then estimating the required annual quantities of cement. Then estimating the other sectors and other uses annual requirement of this commodity.

**Table No. (4)**  
**Annual Dwelling Units Built**  
**Per Thousand Inhabitants in some countries**

<b>Country</b>	<b>Number of dwellings built</b>
Austria	4.3
Belgium	4.2
France	6.0
Germany	4.0
Greece	11.5
Iceland	2.3
Italy	12.0
Ceypruce	13.7
Norway	4.2
Turkey	4.2
Bulgaria	2.5
Hungary	4.1
Poland	3.6
Ozbeqstan	6.0

**Source** : United Nations : Economic Commission for Europe. "Trends in Europe and North America" ; Geneva. 2001.

**Table No. (5)**  
**Population Forecasts and Number of Dwelling Units**  
**Expected to be Built per Year. IRAQ**  
**(Years 2004-2010)**

<b>Year</b>	<b>Population (million)</b>	<b>Thousand New dwelling units (first scenario)</b>	<b>Thousand New dwelling units (second scenario)</b>
2004	26.6	106	212
2005	27.4	110	220
2006	28.2	113	226
2007	29.0	116	232
2008	29.9	120	240
2009	30.8	123	246
2010	31.7	127	254
<b>Total seven years</b>		<b>815</b>	<b>1630</b>
<b>Annual average</b>		<b>116</b>	<b>233</b>

The table shows that the minimum annual average number of dwelling units expected to be built in Iraq (by the first scenario) is (116) thousand units/ year, while the average annual number of the second scenario is (233) thousand units/ year.

#### **The Second Method of Forecasting:**

This method depends on forecasting the prospected annual increments in Iraq population of period 2004 - 2010, then with assuming an average household size of (5.5) persons per household, then estimating

number of dwelling units needed to satisfy the annual increments of population, then adding to that the annual number that should be built to satisfy the accumulated housing deficit of the past and present.

Table No. (6) shows the prospected yearly net increases in population number of Iraq for the year 2004-2010, and the needed number of dwelling units which are necessary to satisfy housing requirements of this segment of population.

**Table No. (6)**  
**Forecasts No. Population; and Annual Increments,**  
**and Number of Dwelling Units Needed per year**  
**(Rounded Numbers)**

<b>Year</b>	<b>Population (million)</b>	<b>Annual population Increment (million)</b>	<b>Thousand New dwelling units Required</b>
2003	25.8		
2004	26.6	0.8	145.5
2005	27.4	0.8	145.5
2006	28.2	0.8	145.5
2007	29.0	0.8	145.5
2008	29.9	0.9	163.6
2009	30.8	0.9	163.6
2010	31.7	0.9	163.6



The table shows that the annual number of new dwelling units needed to accommodate the new households in Iraq would increase from (145.5) thousand units in year 2004 up to (163.6) thousand units in 2010. But it is worth while to mention that there is another important housing needs. That is there is the needs of satisfying the accumulated deficit of the past and present in housing. In order to get rid of such deficit there would be a need to build an annual number of dwelling units of (114) thousand units per year over the forthcoming seven years. Thus, the total forecasted annual dwelling units needed, would be as it is indicated in the following table No. (7).

**Table No. (7)**  
**Number New Dwelling Units Needed per year**  
**(Thousand Units)**

<b>Year</b>	<b>New Households Needs</b>	<b>Deficit Recovery Needs</b>	<b>Total Required (Thousand)</b>
2004	146	114	260
2005	146	114	260
2006	146	114	260
2007	146	114	278
2008	146	114	278
2009	146	114	278
2010	146	114	278

The table indicates that the annual additional dwellings number needed during the period 2004-2010 ranges between 260-278 thousand units. The annual average is (268) thousand units. Table number (7) forecasts are close to the previous table No. (5) second scenario, which was based on selecting (8) units per thousand inhabitants per year. Nevertheless, His excellency the Iraqi minister of housing construction has recently announced that his ministry plans to erect (2.5) million dwelling units for the for the coming ten years; meaning an average number of (250) thousand units per year, which is close to our forecasts which are shown on table No. (7)

The most important question here is what would be the average quantity of cement one dwelling unit? The second question, what about the quantity needed to satisfy the other sources of demand needs?

But how much, will be needed per unit?

This depends on several factors amongst which is the size of the dwelling and the structure and design of the building and it's facilities...etc.

An investigation indicates that the average quantity per a unit varies according to the size and type of the dwelling unit. Then the average is selected to represent the average quantity needed of each unit is (40) Ton.

Accordingly, table No. (8) is set out to show the total annual quantity of cement needed to the new dwelling units only. But what about the needs of other sources of demand, namely: Buildings of hotels, restaurants, hospitals, schools, government departments buildings, military camps, clubs, ...etc. maintenance requirements and needs ..?

According to contacts with local dealers, a quantity corresponds to same quantity of dwelling units needs could be assumed in this regards.

Accordingly, table No. (9) depicts the aggregate market size of the concerned product.