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HUMAN RESOURCES SERVICES, INC.

*Specializing in Personnel Management Consulting
to New England Local Governments*

Municipal Position Classification and Rating Manual

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MUNICIPAL POSITION CLASSIFICATION AND RATING MANUAL

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MUNICIPAL POSITION CLASSIFICATION AND RATING MANUAL

INTRODUCTION

Similar Point Factor Evaluation Systems have been used successively by many state and local governments. This system has been developed to specifically include an emphasis on customer service, the increased use of information technologies, and a higher level of demand and complexity for municipal positions. The logical relationships between the descriptive categories have also been strengthened.

Position Evaluation is the formal procedure of appraising the value of each job in relation to other jobs in an organization based on an analysis of job content.

This Municipal Position Classification And Rating Manual is a "Point Factor Method" which is a quantitative method of position evaluation. Jobs are evaluated several times, once for each job factor. This is done by comparing the job's content on one factor (e.g., its complexity) with a descriptive measurement scale and repeating the process for all other factors. Each scale contains degree levels describing increasingly higher levels of the relevant factor. Each degree level carries with it a specific number of points. An evaluator (or rater) determines which degree level definition best describes the content of the job. Points awarded on each factor scale are then added together to determine the job's overall point score. The total score determines the pay grade to which a job will be assigned.

The process described in this manual increases the uniformity and objectivity in the application of judgements about positions. Five categories and fourteen (14) widely accepted factors and degrees of applicability are the basis for determining job worth. These are as follows:

Physical Environment of the Job

- Physical Environment

Requisite Capabilities

- Basic Knowledge, Training & Education
- Problem Solving Skills and Effort
- Physical Skills and Effort
- Experience

Job Characteristics

- Interactions with Others
- Confidentiality
- Occupational Risks
- Complexity

Supervisory Relationships

- Supervision Received
- Supervision Given
- Supervision Scope

Responsibility

- Judgement and Initiative
- Accountability

Position rating is not an exact science; however, this procedure introduces an element of objectivity in the evaluation process. A position should be rated without consideration to the qualifications of the present employee and the salary or wage rate being paid.

In evaluating positions, the rater is strongly urged to use the points assigned to the factor degrees. Any deviation from consistent application of the manual will compromise the validity of the process.

Ideally, position evaluation should be performed by more than one person. A Human Resource Director and Department Head are good choices because one has intimate knowledge of the position and the other has comprehensive knowledge of all positions in the organization. An outside job rating analyst is also useful because the analyst's perceptions are not affected by knowledge of incumbent employees. In any event, the final ratings should be the result of pooled judgements.

The use of this manual is a four step process:

- (1) Prepare a copy of the Position Rating Summary Sheet for each position to be rated. A copy of this sheet appears in the back of the manual. The best source of information on each job is a position description which is the culmination of a recent job analysis. Position descriptions should be standardized among all the municipal positions.
- (2) In each of the fourteen rating categories select the paragraph (degree level) that most closely matches the position's requirements. You will find some selections are easier to make than others because each descriptive paragraph is a general statement intended to cover a broad range of positions. You may find that certain elements in the particular paragraph may not apply to the position. Use your judgement in making a selection based upon the overall intent of the paragraph as it applies to the position being rated. There is a level of discretionary judgement used throughout the entire process by the rater. This is appropriate as long as the judgement of the rater is applied in a consistent manner. Once having selected a "best fit" paragraph, enter the number of the corresponding degree into the matching box on the rating sheet.
- (3) Once all the degree levels have been selected and assigned, use the Points Assigned to Factor Degrees scoring sheet to translate the degree selected to a corresponding score. When two or more raters are evaluating a position they should discuss their reasons for making different degree level choices. Usually it is possible to come to an agreement. Each rater should work to achieve consensus with the others. Rating differences are discussed and resolved, and a preliminary assignment of positions to grades is made on the basis of agreed-upon point totals.

- (4) Compare the final score to the score ranges listed in the Grade Determination Schedule. A position rating score will always fall within a score range on the Grade Determination Sheet. This score range corresponds to a grade level appearing in the right hand column. This grade level in turn corresponds to a compensation grade on the compensation plan. The compensation steps and rates applicable to the grade apply to the position.

In rating positions for the first time, the grades form the basis for a classification structure. In maintaining a pay and classification structure, the Grade Determination Schedule indicates where a new position should be placed and whether a current position should be upgraded or downgraded.

Remember, every position is evaluated in relation to each factor and according to the degree of applicability as defined within this manual. Positions are evaluated without regard to the qualifications of the current employee(s) in the position or the compensation rates being paid. Compensation reviews are a separate process. The relative "fit" of each position within the overall plan is also reviewed so that position rankings include other considerations unique to a particular municipality.

Title I of the Americans with Disabilities Act states that it is unlawful for a municipality to discriminate against an individual with a physical or mental disability with regards to upgrading, rates of pay, compensation or changes in compensation, job assignments, job classifications, position descriptions, lines of progression, and seniority lists.

MUNICIPAL POSITION CLASSIFICATION AND RATING FACTORS

I. PHYSICAL ENVIRONMENT

This factor measures the totality of the surroundings and/or circumstances under which the job must be performed, the degree of difficulty which this imposes, and their representative or exceptional nature. The degree to which these factors hinder the employee's ability to perform assigned responsibilities are considered.

- 1st Degree** Typical office and climate controlled working conditions with few distractions, loud noises or other unpleasant elements and which are generally maintained in a neat and clean condition.
- 2nd Degree** Good working conditions, but periodically subject to significant air temperature fluctuations, odors and/or fumes, dust and temporary exposure to the weather. Work is generally performed in climate controlled conditions as in an office, corridors, assembly area, or a light or medium duty maintenance shop; outside activities may have to be suspended during inclement weather.
- 3rd Degree** Acceptable working conditions which may involve some risks, discomforts or unpleasantness. May have occasional exposure to inclement weather, dirt, grease or other adverse elements; some high levels of noise; some exposure to smoke, fumes, irritating chemicals; working around machinery and its moving parts; occasional chance of injury or attack, possible exposure to communicable diseases; occasional work at heights, or prolonged pressures during emergencies. Special safety precautions or protective clothing such as gowns, coats, gloves, shields, or boots may be required.
- 4th Degree** The work involves high risks or discomforts on a continuing or regular basis. May perform work outdoors regardless of the weather, recurring chance of physical injury or attack; frequent work at great heights or with high voltage equipment. Work involves the exposure to several adverse elements on a continuing and prolonged basis.
- 5th Degree** The work involves high risks with exposure to potentially hazardous or dangerous conditions. Work requires high degree of tolerance to combinations of extremely unpleasant elements. May involve working at great heights during extreme weather conditions. Employee must be relieved at frequent intervals in order to protect physical well-being and/or safety. Extreme care and safety precautions are required.

2. BASIC KNOWLEDGE, TRAINING AND EDUCATION

This factor measures the basic knowledge or "scholastic content" however it may have been acquired, essential as background or training to perform the job. This background may have been acquired through formal education, outside study, technical training, skills and capabilities learned on jobs of a lesser degree, or by any combination of these approaches. This factor is expressed below both in terms of knowledge and equivalent education.

- 1st Degree** Basic knowledge of arithmetic, American English and grammar. Accuracy in checking, posting and counting. Duties require the ability to communicate. The incumbent must be able to follow simple instructions. Equivalent to elementary/middle school education.
- 2nd Degree** Ability in bookkeeping, posting and filing functions and/or advanced computational skills and units of measure. Operational ability with basic office equipment such as typewriters, adding machines, calculators, facsimile machine, telephone, and copier. Utilization of personal computer primarily for word processing or job specific applications. Ability to operate a motor vehicle. Apprenticeship or basic knowledge of crafts or trades. Must be able to communicate routine information, and work reliably from written instruction. Equivalent to high school education.
- 3rd Degree** Work involves use of complex procedures requiring special knowledge or ability, e.g., operation of business equipment; utilization of personal computers including intermediate knowledge of departmental applications and/or word processing, database, and spreadsheet applications, data entry terminals, and transcribing equipment; essential functions may require working familiarity with technical terminology, basic laboratory procedures, shop machinery, and a variety of precision measuring instruments and/or some training generally applicable to a particular field. Journeyman ability in trades or crafts. Ability to operate specialized heavy motor equipment such as a large truck, grader, backhoe, etc. Equivalent to high school plus additional broad specialized training equal to one to two years of advanced training or college.
- 4th Degree** Intensive knowledge of a specialized field such as education, government, civil electrical or mechanical engineering, nursing, accounting, finance, information technology (e.g., CAD, GIS, Statistics) or a specific construction or other trade, as well as general knowledge of related fields; or knowledge of major municipal functions or activities. Equivalent to college or university education or master ability in trades or crafts.
- 5th Degree** Work requires advanced theoretical or technical knowledge of a highly specialized professional field (e.g. business administration, public administration, library science, public health, engineering). Equivalent to one to two years work in a graduate school at the Master's level.
- 6th Degree** Essential functions demand knowledge equivalency of a doctoral degree in an advanced and highly specialized field such as education, law or medicine.
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3. PROBLEM SOLVING SKILLS AND EFFORT

This factor measures the type and range of problem solving which the position consistently requires. Consider the analysis, evaluative, creativity, and reasoning skills required; consider the ability to make conclusions and the body of knowledge required.

- 1st Degree** Requires the ability to successfully perform assigned tasks and coordinate work with others. Work is usually performed at a moderate pace and follows established and routine procedures.
- 2nd Degree** Requires an understanding of spatial, mechanical and/or conceptual relationships, cause and effect relationships between tasks and job completion, and the independent ability to identify and complete required tasks. Must be able to successfully apply basic literacy skills. Work requirements are varied and require the ability to adjust the work pace and/or task sequences to complete assigned jobs.
- 3rd Degree** Requires having full command of representative job knowledge, the ability to analyze common job related problems, acquire or develop new information from varied sources, independently develop and successfully apply problem solutions. Work requirements are varied and may be unpredictable. Requires the ability to develop alternative ways for successfully completing the important work within externally imposed constraints.
- 4th Degree** Requires a strong understanding of and the ability to successfully apply complex concepts from a body of knowledge or specific discipline. Frequently the meaning and implications of concepts and their application must be explained and clearly communicated to others. Routinely requires that work be organized, methodologies adapted to varied circumstances, and that associated tasks be efficiently and effectively accomplished producing completed work. Requires good interpersonal skills.
- 5th Degree** Requires advanced training, experience and understanding of a complex body of knowledge or intellectual discipline including the ability to independently evaluate new information, events or circumstances, synthesize this information, evaluate alternative outcomes, apply and direct the successful application of varied resources. Requires strong interpersonal and communication skills with individuals and groups.
- 6th Degree** Requires a highly developed knowledge of and experience with complex bodies of knowledge and disciplines including advanced analytical and evaluative skills and their successful application. Must synthesize information from multiple sources and disciplines, develop and successfully apply informed judgements to continuously varied circumstances. Requires well reasoned and immediate decision making skills. Requires excellent interpersonal, communication, and presentation skills.

7th Degree Requires highly trained and practiced evaluative skills, understanding of multiple disciplines and related theory or highly complex concepts, their relevance, application and both near and long term implications. May require the ability to add to professional and discipline specific knowledge and the ability to successfully apply newly acquired or developed complex information and ideas to resolve institutional or other far reaching problems. Requires excellent interpersonal, communication, and presentation skills appropriate to highly varied individuals and audiences under many different circumstances. Requires decisive and affective action .

4. PHYSICAL SKILLS AND EFFORT

This factor measures the degree of physical effort or exertion required in the performance of essential work functions under regular conditions. Consider the physical activities of manual labor, standing, walking, etc. as well as the exertion of physical force for intermittent or short periods.

- 1st Degree** Requires little or no physical effort. Work effort involves sitting to do the work with intermittent periods of stooping, walking, standing, reaching or lifting.
- 2nd Degree** The essential functions of the job are largely mental rather than physical, but the job may occasionally require one or a combination of physical strength, stamina, and agility for activities such as standing, walking, climbing stairs, moving objects, operating a computer or other office equipment, keyboarding and filing, and operating a motor vehicle.
- 3rd Degree** Work requires physical strength, stamina and agility to move around construction sites, playing fields or over rough terrain, to stand, sit or stoop for extended periods of time without interruptions, to lift occasionally moderately heavy items (i.e., weights of up to 50 lbs.), to do some stretching to return or retrieve material. May be required to stand or walk for extended periods of time. Also involves manual dexterity and regular hand and eye coordination (computer application work, data entry, constant typing) or ear, eye and hand coordination (operation of motor vehicle) on a regular basis. Other examples include using hand and power tools, climbing a ladder, and preparing scale drawings.
- 4th Degree** Essential functions require moderate physical strength to regularly lift moderately heavy items (e.g., items weighing 50 lbs or more), to stand and/or be active physically for extended periods, to perform moderate manual labor for long periods; to push and shove heavy objects; or to periodically exert strenuous effort; or the essential functions require periods of physical demands to pursue on foot over at times varying terrain or barriers, to subdue persons with moderate force.
- 5th Degree** The work involves frequently recurring assignments requiring heavy strenuous effort to perform such work as lifting and carrying objects over 100 lbs. Or heavy manual labor effort on a continuous basis.

5. EXPERIENCE

Experience measures the length of time usually or typically required for the position, with the specified "basic knowledge, training and education," to perform the essential work functions effectively under normal supervision. The length of time required to become proficient at a job requires previous qualifying experience in a related or less responsible position either with the organization or outside the organization.

- 1st Degree Up to three months of related experience.
- 2nd Degree Over three months up to and including one year of related experience.
- 3rd Degree Over one year up to and including three years of related experience.
- 4th Degree Over three years up to and including five years of related experience.
- 5th Degree Over five years up to and including seven years of related experience.
- 6th Degree Over seven years up to and including ten years of related experience.
- 7th Degree Over ten years of related experience.

6. INTERACTIONS WITH OTHERS/CUSTOMER SERVICE

This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons. In rating this factor, consider how often the contacts are made, whether they involve furnishing or obtaining information only, or whether they involve influencing others. This factor measures interpersonal skills required in work relationships and their importance to the success of the work.

- 1st Degree** Employee works alone most of the time or has little or no interaction with others except with immediate co-workers and own supervision.
- 2nd Degree** Cooperative work interactions with employees in the department or other municipal offices incidental to the purpose of the work involving giving and receiving factual information about the work; there may be occasional contacts with the public. Ordinary courtesy and tact are required.
- 3rd Degree** Interactions with others involve explanation, discussion or interpretation of what is required in order to render service, plan or coordinate work efforts, or resolve operating problems. Contacts are with service recipients, the general public and employees of outside organizations such as other agencies, vendors or banks. More than ordinary courtesy, tact and diplomacy may be required to resolve complaints or deal with customers.
- 4th Degree** Interaction with groups or individuals such as civic leaders, contractors, peers from other municipalities, representatives of government agencies, the news media, representatives of professional organizations when the employee serves as a spokesperson or recognized authority for the department or municipality in matters of substance or considerable importance; or person-to-person interactions with dangerous persons, where gaining concurrence, cooperation or control is achieved through persuasion, motivating, influencing, or similar skills and/or where the use of force may be required to obtain the desired effect.
- 5th Degree** The position requires considerable persuasiveness, resourcefulness, discretion, and negotiating skills to influence the decisions and behavior of personnel in multiple departments or organizations, the general public, vendors, and representatives of the governments. Resolves the more difficult customer service requests.
- 6th Degree** Relationships with high ranking officials from outside the municipality such as state legislators, the Governor, Congressmen, executives of Federal or State agencies or others who have a significant impact on the policies and programs of the department or municipality to justify, defend, negotiate or settle matters involving significant or controversial matters, or litigation where the decisions will have a substantial impact on municipal policy. Employee must possess high degrees of diplomacy and judgment and must be able to work effectively with and influence all types of persons. The essential work functions of this position requires a well-developed sense of strategy and timing in representing the municipality effectively in critical and important situations which may influence the well-being of the municipality.
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7. CONFIDENTIALITY

This factor measures the discretion and integrity required by those positions which have access to privileged information handled or obtained in the normal performance of duties. In rating this factor, consider the nature of the information, the full significance and meaning of the confidential information, and whether disclosure would compromise the municipality or the public, or constitute a breach of security.

- 1st Degree** Has no exposure to confidential information.
- 2nd Degree** Has access to some confidential information where the effect of any disclosure would probably be negligible or where the full significance would not be apparent in the work performed.
- 3rd Degree** Works with limited confidential information such as organization personnel records, bid proposals, citations, occasional litigation, computer systems networks and/or security, etc., which, if disclosed, might adversely effect operations, employee morale, create adverse public relations or otherwise be legally inappropriate.
- 4th Degree** Has regular access to departmental information and/or a wide variety of confidential information such as criminal investigations, negotiating positions, development proposal details, public assistance related client details, etc. or confidential information relating to inter-departmental project plans and programs.
- 5th Degree** Has full and complete access to municipal-wide confidential information. The disclosure of such information would cause very serious legal, operational, financial or other repercussions for the municipality.

8. OCCUPATIONAL RISKS

This factor measures the relative degree of exposure to hazards which might cause injury on the job. In rating this factor, consider both the probability of injury as well as the severity of injuries, if any accident actually occurred.

- 1st Degree** Duties of the job present little or no potential for injury.
- 2nd Degree** Duties generally do not present any occupational risk. Minor injury could occur, however, through employee failure to follow safety procedures. Examples of injury include minor bruises from falls, minor cuts or burns, or muscular strains from lifting or carrying heavy equipment or materials.
- 3rd Degree** Duties present potential risk of minor injuries which could result in loss of time from work. Examples of injury include sprains, burns from chemicals, steam or fire, muscular strains from working with heavy materials and illness from exposure to communicable diseases.
- 4th Degree** Duties may involve frequent exposure to hazardous conditions involving the possibility for serious injury or occasional exposure to conditions which could result in total and permanent disability or loss of life.
- 5th Degree** Duties involve frequent exposure to hazardous conditions; injuries could result in total and permanent disability or loss of life.

9. COMPLEXITY

This factor considers how difficult it is to perform the essential functions of the job. Jobs are made more difficult by the range and diversity of the assignment of duties, various uses of information technology, the specificity and relevance of guidelines for performing the work, and the nature or thinking challenge required to accomplish the work.

- 1st Degree** The work consists of simple, routine or repetitive tasks, operations or procedures with some variations in the established routine.
- 2nd Degree** The work consists of varied duties involving generally standardized practices, procedures or processes. The work sequence or procedures used vary as a result of differences in field conditions, the particular facts, transactions, entry or the information involved.
- 3rd Degree** The work consists of varied and extensive assignments requiring the practical application of a variety of concepts, practices and specialized techniques relating to a professional, highly technical or administrative field. Assignments typically involve evaluation and interpretation of factors, conditions or unusual circumstances; inspecting, testing or evaluation compliance with established standards or criteria; gathering, analyzing and evaluating facts or data using specialized fact finding techniques; or determining the means to accomplish the work.
- 4th Degree** The work consists of a broad range of assignments employing many different concepts, theories, principles, techniques and practices relating to a professional or administrative field. Assignments typically concern such matters as studying trends in the field for application to the work; assessing services and recommending improvements; planning projects; devising new techniques for application to the work, recommending policies, standards, or criteria; and solving typical occupational problems.
- 5th Degree** The work consists of managerial and administrative assignments involving broad functions and processes such as planning, organizing, controlling, coordination, evaluating, integrating activities and programs.

10. SUPERVISION RECEIVED

This factor evaluates the nature of the instructions, direction, control and/or monitoring which a position receives.

- 1st Degree** Receives general and procedural instructions prior to performing most jobs. Is asked to achieve specific task results and work is periodically checked to verify correctness.
- 2nd Degree** Receives general work instructions and is expected to satisfactorily complete routine tasks with minimal or no instruction. For occasional or special work assignments receives general and procedural instructions. Once job comprehension and correctness are verified receives minimal performance monitoring.
- 3rd Degree** Once assigned or after job requirements are mastered, nearly all work is performed with minimal instruction or monitoring. Work may be verified for accuracy or correctness.
- 4th Degree** Has responsibility for developing and recommending work requirements. Is given general objectives and may be monitored for progress, coordination and completion.
- 5th Degree** May receive general guidance, but has responsibility to develop program and/or operating objectives. Is expected to coordinate work with others, report the project results achieved and may be given additional follow up assignments.
- 6th Degree** May receive some general guidance, but the position is expected to be self-directing. Periodic progress reports may be given, but otherwise review is given only or primarily to the end results.

11. SUPERVISION GIVEN

In rating supervision given, a number of factors should be considered: (1) type of supervision (functional, technical, direct, administrative, etc.); (2) accountability measured in terms of responsibility for specific results, operation costs and methods; (3) responsibility for personnel actions (hiring, discipline, termination, orientation, training, developing policies and procedures, etc.); and (4) budget development and control through subordinates.

- 1st Degree** None.
- 2nd Degree** May provide immediate functional or technical direction and monitoring to other employees in the same or a closely related classification where the work of the supervised employee(s) is essentially the same as the work of the supervisor or crew leader. Supervision is limited to explanations and guidance. May assume relief responsibility for a supervisor. Has little or no responsibility for total costs, methods or personnel.
- 3rd Degree** Provides immediate direction, control and monitoring over a functional unit or section with time spent assigning, explaining, checking progress and reviewing routine work. Supervisory responsibilities includes direct accountability for quantitative and qualitative results, but does not extend to personnel hiring or firing or budgetary control. May act as division or department head during absences.
- 4th Degree** Provides direction, control and monitoring of a major division, highly technical section, multiple operating divisions or a (department). Includes responsibility for service delivery results, personnel actions, work force and job planning, budget administration and cost control.
- 5th Degree** Has general supervisory responsibility for a department or division of a major department, including all personnel actions, work force planning, all phases of budget management and cost control.
- 6th Degree** Directs and coordinates the operations of a major department or two or more departments through subordinate supervisors who are responsible for supervision over individual departments. May assume temporary responsibility for the entire municipality in the chief executive's absence.
- 7th Degree** Directs, coordinates, plans, organizes the overall operation of the municipality conforming to the general objectives and directives established by the governing body.

12. SUPERVISION SCOPE

This factor is used to evaluate the extent, breadth and depth of direction, monitoring and review given.

- 1st Degree** Is not required to provide basic job instructions to others or control projects.
- 2nd Degree** Is required to provide only basic job instructions, coordination and review of work quality and progress.
- 3rd Degree** Is required to provide most job instructions, directions, coordinates multiple activities, jobs or projects and may provide training in basic job skills. Regularly reviews job performance, task and/or job coordination and the quality of the work performed. May develop work requirements and has responsibility to assure jobs or projects are complete.
- 4th Degree** Regularly develops job and task requirements. Is responsible for all aspects of job or task completion and may direct and monitor other supervisors and the results achieved. Has job quality, personnel performance evaluation and cost control responsibilities.
- 5th Degree** Regularly develops programs, job requirements, and operational goals. Assigns objectives and/or projects for others to manage and complete within budgetary constraints. Is responsible for department or municipal wide accomplishments and budgets. Regularly evaluates employees and/or the performance of other supervisors.
- 6th Degree** Has municipal wide management and service delivery responsibilities for all phases of operations including budget and personnel. Develops required service levels, long term strategies, priorities, resource requirements to accomplish missions. Provides general guidance in the tactical application of resources, modifies their allocation, monitors goal attainment and holds subordinates accountable for the results achieved.
- 7th Degree** Has total municipal wide responsibility for developing a shared vision, an understanding of missions, strategies, and the results to be achieved. Evaluates, approves and holds subordinates accountable for the attainment of organizational objectives. Reviews, modifies and approves priorities established by subordinates. Obtains or substantially influences securing the necessary resources to accomplish municipal missions and objectives and their allocation.

13. JUDGEMENT AND INITIATIVE

This factor measures the degree of independent action required by the position and the extent to which duties are dictated by standard practice or the exercise of judgement. Consider criteria such as the creative effort used in devising new methods, techniques, policies and procedures and the degree of participation in the formulation of long- and short-range plans and policies.

- 1st Degree** Essential work functions involve performance of repetitive functions, requiring the use of definite procedures and little individual judgement since the work is either done under immediate supervision or involves little choice as to the method of performance.
- 2nd Degree** Repetitive or routine duties which are well defined by procedure and limited in scope, but which may involve the choice of two or more alternative approaches thus requiring the use of some judgement or minor decision making.
- 3rd Degree** Duties may involve the performance of specialized procedures requiring comprehensive knowledge of division/department functions and techniques or the exercise of technical expertise in applying standard professional techniques. May be required to exercise judgement in the analysis of facts or circumstances surrounding individual problems in order to determine the appropriate course of action.
- 4th Degree** Duties require comprehensive knowledge of activities of a functional area of the municipality and considerable judgement to work independently to formulate decisions regarding policies, procedures, operations, and plans at the division/department level.
- 5th Degree** Difficult work on highly technical projects or involved administrative problems which require a sophisticated degree of professional judgement, conceptual thinking and individual initiative; may participate in the development of technical processes and/or management plans and programs at municipal-wide level.
- 6th Degree** Expected to plan, lead, organize, initiate, implement and coordinate the operations of a major functional segment or department; involves the ability to deal with technical, interpersonal and administrative problems in the functional area.
- 7th Degree** Expected to plan, lead, organize, initiate and coordinate the total operations of municipality in conformance with general directives and objectives set forth by the governing body; seeks the advice and counsel of governing body only on matters of major importance.

14. ACCOUNTABILITY

In every position there inherently exists the possibility of error, whether through omission, commission, or direction. In rating this factor, consider the following: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations. Results of errors can be measured in damage to buildings and equipment, labor and material costs for correction, jeopardy to the municipality's programs, monetary loss, personal injury, danger to public health and safety, etc.

- 1st Degree** Is responsible for basic accuracy and/or task execution in a timely manner. The basic nature of the work means that probable errors can be readily detected and usually by the employee. Potential consequences from errors may result in minor confusion, rework involving minimal time and expense to correct.
- 2nd Degree** Is responsible for accuracy, thoroughness, coordination and task completion. The nature of supervision and thoroughness of review assures that probable errors are usually detected in succeeding operations. Potential consequences include time loss, rework, and reduced efficiency in completing routine work. Errors are generally confined to a single department or series of interrelated tasks.
- 3rd Degree** Is responsible to independently produce accurate work, coordinate work products with others, meet deadlines and assist others in job completion. Most work is not independently verified or checked or involves the operation of large, complex or potentially dangerous equipment increasing the scope and magnitude of errors. Potential consequences include monetary losses due to delays in processing important information, waste of individual or work group time and/or materials, damage to buildings and equipment, or minor personal injuries.
- 4th Degree** Is responsible for the accuracy, thoroughness, timely and cost effective completion of individual and group work. Must coordinate work products or projects with other individuals or teams. The nature of work (e.g. specialized technical procedures, extensive analysis, etc.) means that errors in judgement or techniques would probably be difficult to detect. Potential consequences may result in excessive costs (e.g. the purchase of unsuitable equipment and/or materials, following inaccurate or otherwise inappropriate procedures), delay of service delivery, or direct financial loss or adverse legal repercussions.
- 5th Degree** Responsible for organization or department-level operations, their operating and/or technical procedures, service delivery, contributions to cross organizational or municipal department plans and objectives, and financial and other resource management including buildings, equipment and manpower. Potential errors could severely jeopardize departmental operations or have direct financial or negative legal repercussions.

- 6th Degree** Responsibilities include those outlined in the 5th degree but for a major functional department or segment of the municipal government or enterprise. Is responsible for determining or recommending service levels and or policies to achieve governance objectives. Potential errors in judgement could have an immediate or long term adverse effect on the municipality's operations.
- 7th Degree** Responsibilities involve major responsibility for overall planning, establishing, directing, monitoring and evaluating municipal governance, operations and enterprises; Potential errors in judgment could have very negative and far-reaching effects upon municipal operations, costs, its ability to meet established goals and objectives and upon the quality of work.

Point Assigned to Factor Degrees

<u>Factors</u>	<u>1st Degree</u>	<u>2nd Degree</u>	<u>3rd Degree</u>	<u>4th Degree</u>	<u>5th Degree</u>	<u>6th Degree</u>	<u>7th Degree</u>
<u>Job Physical Environment</u>							
1. Physical Environment	5	10	15	20	25		
<u>Requisite Capabilities</u>							
2. Knowledge, Training, Education	15	30	45	60	75	100	
3. Problem Solving Skills & Effort	5	10	18	26	34	42	50
4. Physical Skills and Effort	10	20	30	40	50		
5. Experience	5	10	20	40	60	80	100
<u>Job Characteristic</u>							
6. Interactions with Other/ Customer Service	5	10	15	20	40	55	
7. Confidentiality	5	10	15	20	25		
8. Occupational Risks	5	10	15	20	25		
9. Complexity	5	10	15	20	25		
<u>Supervisory Relationships</u>							
10. Supervision Received	5	10	20	30	40	60	
11. Supervision Given	0	5	10	20	40	60	80
12. Supervision Scope	5	10	20	40	60	80	100
<u>Responsibility</u>							
13. Judgement and Initiative	15	30	45	60	75	90	105
14. Accountability	5	10	20	30	40	60	80

CUSTOM GRADE DETERMINATION SCALE

developed for the

TOWN OF WESTWOOD, MASSACHUSETTS

<u>SCORE RANGE</u>	<u>GRADE</u>
below 125	1
125-149	2
150-174	3
175-199	4
200-224	5
225-249	6
250-274	7
275-299	8
300-324	9
325-349	10
350-374	11
375-474	12
475-574	13
575-599	14
600-649	15
650-749	16
750 and up	17

POSITION RATING SUMMARY SHEET

Position Classification Title: _____

Evaluators' Points

	<u>Factors</u>	One	Two	<u>Final Rates</u>	<u>Final Points</u>
1.	Physical Environment				
2.	Knowledge, Training, Education				
3.	Problem Solving Skills & Effort				
4.	Physical Skills And Effort				
5.	Experience				
6.	Interactions With Others				
7.	Confidentiality				
8.	Occupational Risks				
9.	Complexity				
10.	Supervision Received				
11.	Supervision Given				
12.	Supervision Scope				
13.	Judgement And Initiative				
14.	Accountability				
	Total Points:				

Evaluator 1: _____

Date:

Evaluator 2: _____

Date:

Date Finalized: _____