

## FACTOR 1: EDUCATION AND RELEVANT EXPERIENCE

In using this factor, two separate yet related judgments must be made. First, identify the minimum level of education required to be adequately prepared for the duties and responsibilities of the position. Second, determine the minimum years of relevant experience necessary to adequately perform the job. (Typically found on the position's job description). **NOTE:** Rate the MINIMUM requirements of the *position*, not the attainment of the position incumbent; these may differ.

Special Circumstances:

- In many cases experience may substitute for formal education and vice versa. Rate the minimum qualifications of the position, or a combination thereof.
- Positions requiring professional certifications or licensure should be rated at "somewhat more than" the minimum educational and experience level required.

MINIMUM EDUCATION REQUIRED	Degree	MINIMUM RELATED WORK EXPERIENCE REQUIRED				
		1	2	3	4	5
		0-1 Years	1-2 Years	3-4 Years	5-6 Years	Over 7 Years
A. High school diploma or equivalent.	Almost exactly like =	150	173	197	220	243
	Somewhat more than =	173	197	220	243	267
B. Vocational or trade school, or some community college, business school, or other specialized training.	Almost exactly like =	197	220	243	267	295
	Somewhat more than =	220	243	267	295	313
C. Associates degree or equivalent.	Almost exactly like =	243	267	295	313	337
	Somewhat more than =	267	295	313	337	360
D. Bachelor's degree or equivalent.	Almost exactly like =	295	313	337	360	383
	Somewhat more than =	313	337	360	383	404
E. Master's degree or other post-graduate specialized training and degree.	Almost exactly like =	337	360	383	404	435
	Somewhat more than =	360	383	404	435	453
F. PHD or medical degree.	Almost exactly like =	383	404	435	453	477
	Somewhat more than =	404	435	453	477	500

## FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION

This factor describes the level of judgment and independence of action exercised in determining proper courses of action. In evaluating a position against this factor, think about the extent to which policies, procedures, rules and so forth either guide or restrict judgment and independence of the position. Consider also whether peers and/or supervisors are available for collaboration in decision making, and the degree to which the employees is empowered to use discretion.

LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED	Degree	Point Value
A. Duties and responsibilities of the position are carried out according to straightforward and standardized policies, procedures, rules, etc. There is need for the employee to exercise judgment, but others are readily available to assist and discretion is shared. Work is monitored and regularly reviewed or subjected to a "check/balance" system.	Almost exactly like = Somewhat more than =	180 212
B. Duties and responsibilities of the position require that the employee interpret standard policies, procedures, and rules to determine appropriate courses of action. However, the employee would not need significant technical or professional training to effectively interpret standards and guidelines. Basic decisions are made independently while more complex or unique issues are solved collaboratively with peers or supervisors. Discretion is minimal, and work is monitored on a "spot check" basis.	Somewhat less than = Almost exactly like = Somewhat more than =	245 277 309
C. Duties and responsibilities of the position require that the employee regularly interpret policies, procedures, and rules to determine appropriate courses of action. The employee has information available to guide him/her in effective interpretation of standards and guidelines, but a moderate level of discretion is exercised. Most decisions are made independently.	Somewhat less than = Almost exactly like = Somewhat more than =	342 374 406
D. Duties and responsibilities of the position are governed by broad and complex technical, administrative, or professional standards and guidelines. The employee must regularly exercise independent judgment in decision-making, and exercise considerable discretion. The employee performs with a high degree of latitude, and work is monitored on a periodic or exception basis.	Somewhat less than = Almost exactly like = Somewhat more than =	438 471 503
E. Duties and responsibilities of the position are not only governed by broad and complex technical, administrative, or professional standards and guidelines, but the employee regularly directs or participates in the development of such standards. The employee performs with virtual independence and regularly exercises considerable discretion. Work is monitored through formal review by major authorities or other policy-making bodies.	Somewhat less than = Almost exactly like = Somewhat more than =	535 568 600

### FACTOR 3: INTERNAL AND EXTERNAL RELATIONS

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts.

First, examine the hierarchy of communication skills listed and select the category which reflects the *highest requirements* of the position. Although a job may entail a variety of levels of contacts, use the highest requirement to determine the point award.

Second, after selecting the highest requirement, determine the frequency with which that activity occurs.

COMMUNICATION SKILLS REQUIRED	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Internal or external contacts, possibly frequent, are experienced in the position. Skill in exchanging information and following instructions is required.	90	111	132
B. Greater complexity in internal and external contacts is experienced in the position. Skill in responding to substantive questions, providing explanation of standard procedures, and engaging in conversation is required.	132	153	174
C. More complex internal and external contacts are experienced in the position. Skill in interpreting and translating facts and information, explaining situations and issues, advising others of alternatives and options, and interviewing and developing information from others is required. Unusual or difficult situations are addressed to the extent possible.	174	195	216
D. Complex internal and external contacts are experienced in the position. Skill in motivating others, giving instructions, resolving disagreements, and/or leading meetings or making presentations is required. This position is responsible for the ultimate resolution of unusual or difficult situations.	216	237	258
E. Extremely complex internal and external contacts are experienced in this position. Skill in leading and persuading others, negotiating contracts, mediating and resolving disputes, and developing and making formal presentations is required.	258	279	300

## FACTOR 4: SUPERVISORY OR MANAGERIAL RESPONSIBILITY

This factor reflects the supervision exercised and management or leadership role assigned to a position. Select first the level of authority exercised, than the span of control as determined by the size of the supervisor's staff. Under this factor, consider all elements of the position involving the degree to which it requires the directing, instructing, and training of personnel, and planning, controlling and assigning work to, or supervising the work of other employees.

LEVEL OF SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED	STAFF SIZE IN FULL-SIZE EQUIVALENT (Both direct and indirect reporting relationships)					
	Up to 5	6-15	16-25	26-35	36-45	Over 45
A. No supervisory or less than one employee of management responsibility.	0	N/A	N/A	N/A	N/A	N/A
B. Involved in planning and coordinating work assignments and monitoring the work progress of others, but does not have the authority found in a formal supervisor position (hire, fire, discipline).	20	40	60	80	100	120
C. Has much of the formal authority of a supervisor position as defined by FLSA, but also assists or perform the duties of subordinates.	40	60	80	100	120	140
D. Has the authority to make or effectively recommend important personnel decisions such as hiring, disciplining, terminating, and promoting subordinates.	60	80	100	120	140	160
E. Responsible for planning, directing, staffing and controlling employees of a major department or service area; works through one or more subordinate supervisors, including working supervisors.	80	100	120	140	160	180

## FACTOR 5: JOB COMPLEXITY

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. In determining the appropriate point assignment, consider *overall* complexity, not unique projects or activities which are rare and impermanent to the position.

LEVEL OF COMPLEXITY ENCOUNTERED	Degree	Point Value
A. Position primarily involves the use of factual information and data that may provide some variables or ambiguities. Redundant steps, methods and processes are typically well defined, choices involve a limited set of options and information is readily available to ascertain correct approach.	Almost exactly like = Somewhat more than =	180 212
B. Position primarily involves the use of factual information and data, but may encounter greater levels of variables or ambiguities which require analytic or basic problem solving ability to select correct action from a set of options. Redundant steps, methods and processes are typically well defined, but the employee must occasionally modify or adapt them to address a situation.	Somewhat less than = Almost exactly like = Somewhat more than =	245 277 309
C. Position involves both the use of factual information and data, and the modification and continuous improvement of processes. The position regularly addresses variables or ambiguities and requires analytic and problem solving ability to select correct action from a more expansive set of options. Steps, methods, and processes are a mix of redundant and original tasks, and processes must be occasionally reassessed modified or adapted to address unique situations.	Somewhat less than = Almost exactly like = Somewhat more than =	342 374 406
D. Position involves the extensive use of analytic and problem solving ability to select correct action from a limitless set of options. Steps, methods, and processes are original and must be continuously reassessed, modified, or adapted to address unique situations or realize improvements in process. This level is appropriate for multi-faceted positions with program or service planning responsibilities.	Somewhat less than = Almost exactly like = Somewhat more than =	438 471 503

## FACTOR 6: RESPONSIBILITY FOR THE SAFETY AND CONVENIENCE OF OTHERS

This factor is concerned with the impact the position's duties have on the safety and convenience of others. In considering the potential impact of a position, consider probable errors which may occur in the regular course of performing a job, not the most extreme consequences.

Second, after selecting the highest, but still probable, consequence, determine the frequency with which opportunity for error presents itself.

PROBABLE CONSEQUENCES OF ERRORS	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Errors in this position would likely cause minor, short-term inconvenience and would only marginally endanger the safety or convenience of others. Effect of errors would impact a limited set of individuals.	10	20	30
B. Errors in this position would likely cause longer-term inconveniences that are more difficult to resolve, but would not necessarily endanger the safety of others. Effect of errors would impact a limited set of individuals.	20	30	40
C. Errors in this position could cause significant inconvenience that is difficult to resolve from a safety or service perspective.	30	40	50
D. Errors in this position would likely cause a major, long-term inconvenience or harm from a safety or service perspective.	40	50	60

## FACTOR 7: TECHNOLOGY

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating, and implementing information technology. Determine first the level of knowledge and skill required of the position (not the level of the position incumbent) and then determine the degree most appropriate for the position.

LEVEL OF TECHNOLOGICAL/EQUIPMENT KNOWLEDGE AND SKILL REQUIRED	Degree	Point Value
<p>A. Job duties require:</p> <ul style="list-style-type: none"> <li>• A knowledge of and ability to use standard office equipment, and display proficiency in the use of computer software such as word processing and spreadsheet.</li> <li>• The routine use of specialized software such as college databases or financial software.</li> </ul>	Somewhat less than = Almost exactly like = Somewhat more than =	60 70 80
<p>B. Job duties require a complex use of, or training others on computer software including specialized applications such as GIS and/or serves as "troubleshooter" for basic systems or software issues.</p>	Somewhat less than = Almost exactly like = Somewhat more than =	90 100 110
<p>C. Job duties require the development, programming, maintenance and repair of computer systems, databases, networks, GIS, or other complex systems.</p>	Somewhat less than = Almost exactly like = Somewhat more than =	120 130 140
<p>D. Job duties require supervisory and administrative activities associated with the research, development, purchase, and implementation of computer systems, system coordination, and related technological advances.</p>	Somewhat less than = Almost exactly like = Somewhat more than =	150 160 170

## FACTOR 8: IMPACT ON PROGRAMS, SERVICES, AND OPERATIONS

This factor measures direct or indirect impact on the programs, services, or operations carried out or provided by units of the organization. The nature of such impact is defined as the extent to which effective or ineffective performance of a classification's duties or responsibilities contribute to assure, interfere with, or prevent the achievement of goals, objectives, plans, or other established performance criteria. Rate the classification in terms of its probable consequences, as opposed to potential consequences which rarely, if ever, occur.

NATURE OF IMPACT	Degree	Point Value
A. The work product, though important to the organization, is directly tied to other work processes. Errors are readily detected or apparent in succeeding steps and thus can be detected and corrected at an early stage.	Almost exactly like = Somewhat more than =	150 177
B. The work products and purpose of the job directly affect the accuracy, reliability, or acceptability of other work processes. Completed work has a direct relationship to important activities or related work within one or more organization units. Errors are normally detected in succeeding operations but involve expenditure of time to trace and correct. consequences affect the work of others or cause inconvenience to the public. there also may be measureable monetary consequences related to the handling of financial transactions, equipment, supplies, or other materials.	Somewhat less than = Almost exactly like = Somewhat more than =	204 231 258
C. The work products and purpose of the job contribute to the attainment of both immediate and on-going goals and objectives. The job may materially influence or impact long-range direction, planning or control. The job affects the design or operation of systems, programs or equipment. Errors difficult to detect and would result in inaccurate reports, incomplete or misleading information, invalid test results, unsound recommendations, or incorrect decisions.	Somewhat less than = Almost exactly like = Somewhat more than =	285 312 338
D. The work products and purpose of the job have a significant impact on major aspects of programs, services, and operations. Responsibilities may be shared among individuals or may be a direct responsibility. Influence extends to both short- and long-term matters affecting an organizational component. Errors would not be detected through normal means, but would become apparent later through subsequent activities or events.	Somewhat less than = Almost exactly like = Somewhat more than =	365 392 419



## FACTOR 9: WORK ENVIRONMENT

This factor measures the degree to which a position is subject to unpleasant or adverse working conditions as a function of the job. Office "climate control" issues are not considered an unpleasant or adverse condition.

Determine first the highest condition or demand encountered *as a function of the position* (A, B, or C) then the frequency with which that condition is experienced.

WORKING CONDITIONS	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Work is carried on in a normal office setting.	0	N/A	N/A
B. Work environment is mildly disagreeable due to outside weather conditions, poor ventilation, noise, unsafe areas or situations, and other factors which require adjusting to or accommodating these uncomfortable situations.	40	60	80
C. Work environment is very disagreeable due to extreme weather conditions, strong odors and fumes, dangerous chemicals, confined spaces, precarious places, loud noise, and other hazards which require the use of special safety equipment and substantial physical or mental accommodation to perform the job.	60	80	100