

CITY OF BLOOMINGTON POINT FACTOR JOB EVALUATION

Job evaluation is an objective method used to measure the relative value of each of the Organization's jobs. A commonly used job evaluation method is the "Point Factor" system. This system begins with seven criteria believed to be important for the effective functioning of the Organization. These criteria are Complexity, Experience, Knowledge, Direction of Others, Independent Judgment & Consequence of Errors, Environmental Strain, and External Work Relationships.

Each of these criteria is further divided into "degrees", which are then defined to allow for them to be uniformly applied in evaluating and rating the job by the Job Evaluation Committee. The actual numbers associated with each degree have been derived from Senior Management's weighting of the criteria.

EVALUATING A POSITION

To apply the Point Factor Job Evaluation Document to evaluate jobs, the following steps should be completed:

1. Become familiar with the seven criteria in the Point Factor Job Evaluation Document and the degrees associated with each.
2. Become familiar with the documentation for each job.
3. For each criteria, assign points associated with the degree that best represents the job being evaluated.
4. Record the assigned points for each criteria on the Job Evaluation Rating Sheet and total the points for each job.

COMPLEXITY

This factor appraises mental effort related to the overall complexity of the job as measured by the nature of the job tasks, the existence of policy and procedures, the level of analytic ability required, and the opportunity for independent judgment.

<u>DEGREE</u>	<u>POINTS</u>
<p>1 <u>Standardized</u>: Work consists of a few repetitive duties requiring the application of a few clearly-prescribed standard procedures.</p> <p>Little, if any, analytic ability or independent judgment required.....</p>	0
<p>2 <u>Routine</u>: Work consists of routine tasks, procedures, or operations requiring the selection and application of several clearly-prescribed policies and procedures. Job may occasionally involve non-standard assignments; however, the method of performance will be prescribed in detail.</p> <p>There is little need for analytic ability and limited opportunity for independent judgment.....</p>	25
<p>3 <u>Basic</u>: Work consists of moderately complex, somewhat diversified tasks and procedures requiring the selection and application of the most appropriate of established procedures. Basic analytic ability is required as in the comparison of numbers, selection of methods, or identification of appropriate actions to follow.</p> <p>Independent judgment required to identify most pertinent guidelines</p>	49
<p>4 <u>Substantial</u>: Work is substantially complex and diversified, requiring the selection and application of technical, procedural, and/or detailed guidelines. Moderate analytic ability is required to gather and interpret information and data where results/answers can be found after analysis of several facts.</p> <p>Independent judgment required to identify, select, and apply the most appropriate of available guidelines and procedures as well as interpret precedents</p>	74

DEGREE

POINTS

- 5 Varied: Work is complex and diversified, requiring the application of a variety of procedures, policies, and precedents used in combination. Analytic ability and inductive thinking are required for the application of multiple, technical procedures.
- Independent judgment is required to identify, select, and apply the most appropriate of available guidelines and procedures, interpret precedents, and adopt standard methods of practices to meet variations in facts and/or conditions 99
- 6 Analytic: Work is broad in scope, basically non-standardized, widely varied, and involves many complex and significant variables. Analytic ability and inductive thinking are required to devise new methods in situations where previously accepted methods have proven inadequate.
- Independent judgment is required to study previously-established, often partially-relevant guidelines, plan for various interrelated activities, and coordinate such activities within an organizational unit or while completing a project..... 124
- 7 Highly Analytic: Work is broad in scope covering one or more complicated areas. Policy, procedure, or precedent are typically created by this job. A high degree of analytic ability and inductive thinking is required to devise new approaches to deal with highly intricate, technically complex problems.
- Independent judgment is required to recommend departmental objectives, evaluate new approaches to problem solving and assess changing facts or conditions..... 148
- 8 Multifaceted: Work is broad in scope covering several departments within the Organization. Policy, procedure, and precedent are created and/or approved by this job.
- Independent judgment is required to review and approve major recommendations, establish organization policy, and coordinate technical and administrative recommendations with organization-wide policies and procedures..... 173

EXPERIENCE

This factor appraises the length of time normally required for an individual to acquire the necessary knowledge and ability to effectively perform the duties of the job. Experience covers knowledge and skills acquired from practice on past, current or related jobs, rather than knowledge gained through formal education.

<u>DEGREE</u>	<u>POINTS</u>
1 <u>None</u> : No experience required.....	0
2 <u>Limited</u> : Less than one year	23
3 <u>Moderate</u> : Over one year through three years	46
4 <u>Considerable</u> : Over three years through five years.....	69
5 <u>Extensive</u> : Over five years through eight years	92
6 <u>Comprehensive</u> : Over eight years.....	115

Note: For purposes of evaluating jobs according to this plan, the factors of knowledge and experience should be viewed independently. When recruiting prospective employees, however, it is recognized that these factors may be used interchangeably. For example, a candidate may qualify for employment by supplementing a lack of formal education with a surplus of job-related experience.

KNOWLEDGE

This factor appraises the minimum fundamental knowledge or ability required to adequately perform the responsibilities of the job. This may be acquired through formal education, training, or a combination of both.

<u>DEGREE</u>	<u>POINTS</u>
1	<u>Fundamental</u> : Ability to follow verbal instructions. Basic knowledge of simple work processes, methods, or equipment. No special skills required..... 0
2	<u>Elementary</u> : Basic ability to read, write, and follow verbal instructions. Knowledge of work processes and methods. Ability to operate simple equipment such as photocopier, postage meter, darkroom equipment, thermometer, and motor vehicles. No special knowledge of any technical field required..... 18
3	<u>Limited Training</u> : Ability to read, write, perform basic arithmetic, and follow verbal and written instructions. Basic knowledge of grammar, spelling, and punctuation as might normally be acquired through a high school education. May require limited training or knowledge in some specialized area such as typing, record-keeping, or minor equipment repair 35
4	<u>Specialized Training</u> : Ability to prepare or interpret detailed mathematical functions. May require specialized training in basic principles and techniques of a specific function such as machine operations, laboratory procedures, general repairs, or computer operations normally acquired through up to 18 months of education or training beyond high school 53
5	<u>Associate</u> : Knowledge of advanced practices, procedures, and operations in a specialty or technical field such as laboratory procedures, carpentry, plumbing, or office management. Associate degree or completion of a specific educational or technical training program of 18 months to 3 years duration is characteristic of this level..... 70

DEGREE

POINTS

6 Baccalaureate: Knowledge of specialized principles or technical methods with a high degree of proficiency in a professional, administrative, or technical field. A formal four-year college/university program, or an equivalent in-depth specialized training program directly related to the work being performed is characteristic of this level 88

7 Post-Baccalaureate: Knowledge of highly specialized principles or technical methods with a substantial degree of proficiency in a professional, administrative, or technical field. A formal four-year college/university program and additional specialized training, or an equivalent in-depth highly specialized training program directly related to the work being performed is characteristic of this level 106

8 Highly Advanced Study: Broad or in-depth knowledge of concepts, principles, and practices in a professional or administrative field, or comprehensive, intensive, practical knowledge of a technical field. Formal advanced post-graduate education or training in a recognized field of specialization directly related to the work being performed is characteristic of this level 123

Note: For purposes of evaluating jobs according to this plan, the factors of knowledge and experience should be viewed independently. When recruiting prospective employees, however, it is recognized that these factors may be used interchangeably. For example, a candidate may qualify for employment by supplementing a lack of formal education with a surplus of job-related experience.

DIRECTION OF OTHERS/PROFFESIONAL DESIGNATION

This factor appraises the responsibility the job includes for organization, selection, assignment, guidance, and review of personnel, and the performance of other supervisory tasks. Consider the position's reporting relationship and the formal assignment of supervisory responsibility to the job. Informal work relationships, including periodic or temporary assignments, should not be considered.

DEGREE POINTS

- 1 None: The job involves no responsibility or authority for the direction of others 0

- 2 Lead: The job is responsible for orienting and training others and reviewing their work. May also be responsible for acting in a "lead" or "senior" capacity over other jobs performing essentially the same work, or related technical tasks and reporting to a higher level on a formal basis 26

- 3 First Line Supervisor: The job is responsible for providing direct supervision to one or more positions. Has formal responsibility for assigning, coordinating, and reviewing the work of others. Typically has responsibility for performing some non-supervisory duties.

OR

Trainer: The job assigned responsibility for training and orienting employees. As such, is responsible for assigning work, supervising activities related to that work, appraising performance and progress during the course of instruction, and making recommendations concerning competency and eligibility for employment or promotion.

OR

Professional: The job is responsible for providing professional support to one or more functional areas. Is not a direct supervisor of any personnel but would have project management responsibilities. Job will normally require four-year college degree 52

DEGREE

POINTS

4 Management: The job is responsible for managing a function within a department including the supervision of the employees working within the functional area. Normally involves supervising first-line employees, and in some cases first-line supervisors, and ensuring coordination of services between them.

OR

High Level Professional: The job is responsible for providing high level professional support to one or more functional areas. Is not a direct supervisor of personnel, but may at times have responsibility for supervising others. Serves in project leadership roles. Job will normally require four year college degree..... 78

5 Department Head: The job is responsible for recommendations in the areas of compensation, staff selection, disciplinary action, complaints, employee performance appraisal, and similar supervisory duties for a department. Plans, assigns and evaluates the work of subordinates while performing limited technical work not related to supervision. Supervises one or more managers..... 104

6 Operating Management: The job is responsible for supervising multiple departments with full responsibility for effective operations and results of those departments. Supervises one or more department heads 130

7 Administration: The job is responsible for general administrative or executive supervision of all or a broad segment of organization operations. Establishes general policies and procedures, formulates and applies broad plans of operation..... 156

ENVIRONMENTAL STRAIN

Consider the extent to which the employee may experience mental/visual or physical fatigue as a result of performing the work. This fatigue is normally produced by the need to concentrate on the task being performed, to pay attention to detail, to perform a high volume of work, and/or having to work under time constraints, or having to perform physically unpleasant or hazardous work.

<u>DEGREE</u>		<u>POINTS</u>
1	Work which rarely requires concentration and attention to detail and does not involve unpleasant or hazardous working conditions. Less than 10% of work time.....	0
2	Work which occasionally requires concentration and attention to detail (e.g., routine tasks) and involves limited exposure to unpleasant or hazardous working conditions. 11-25% of work time	18
3	Work which frequently produces a high level of mental/visual fatigue or work that involves some exposure to unpleasant or hazardous working conditions. 26-50% of work time	35
4	Work which very frequently produces a high level of mental/visual fatigue or work that involves unpleasant or hazardous working conditions. 51-75% of work time	53
5	Work which is constantly and exceptionally tiring mentally and/or visually or work that involves unpleasant <u>and</u> hazardous working conditions. More than 75% of work time.....	70

INDEPENDENT JUDGMENT AND CONSEQUENCE OF ERRORS

Consider the extent to which the job requires the employee to exercise his or her judgment in order to make decisions in the absence of guidance from superiors or previously-issued policies or instructions. Also consider the extent to which an error in judgment on the employee's part is likely to be detrimental to the financial, customer, or employee relations posture of the Organization.

Probable Consequences of Errors in Judgment*

Frequency With Which Independent Judgment Must Be Exercised.	A. <u>Negligible</u> . Some confusion and brief delays but errors likely to be detected before resulting in any harm or cost to others.	B. <u>Minor</u> . Some inconvenience and delays but no discernible effect on organization earnings/success.	C. <u>Moderate</u> . Delays and additional expenditures. Limited employee, public and/or customer relations costs.	D. <u>Considerable</u> . Short-term costs likely. Considerable financial, employee, and/or public relations costs.	E. <u>Serious</u> . Major short-term costs likely. The long-term interests/goals of the organization could be adversely affected.
1. <u>Rarely</u> : Work performed under close supervision or in accordance with specific and detailed instructions..... 0	41	82	123	164	
2. <u>Occasionally</u> : Work performed in accordance with specific procedures but incumbents must set priorities, organize work, and make occasional exceptions27	68	109	150	191	
3. <u>Frequently</u> : Work has not or cannot be standardized. Assignments are received in the form of results expected, due dates, and general procedures to follow55	96	137	177	218	
4. <u>Very Frequently</u> : Assignments are received in the form of results expected but incumbents have considerable freedom to decide on work priorities and procedures to be followed82	123	164	205	246	
5. <u>Nearly Constantly</u> : Assignments are typically in the form of broad goals or areas of responsibility. Incumbents have substantial latitude for independent action in setting objectives and deciding how to proceed109	150	191	232	273	

* Here the concern is with the probable consequences of only one or two errors on the employee's part. The assumption is that repeated errors would not be allowed to occur.

EXTERNAL WORK RELATIONSHIPS

Consider the types of external work relationships the job has responsibility for, as well as the frequency of time spent performing external work activities.

Type of External Work Relationships

Frequency of Time Spent On External Work Activities	A. <u>Rare</u> : No notable external work activities associated with the job.	B. <u>Responsive</u> : External work activities limited to providing information and/or respond- ing to requests.	C. <u>Interactive</u> : Initiates and fosters external work relationships.	D. <u>Comprehensive</u> : External work relation- ships have significant implications.
1. <u>Rarely</u> : Job has very little or no responsibility for external work activities.....0	12	23	35	
2. <u>Limited</u> : Job has minimal to moderate amounts of external work activities.....12	23	35	47	
3. <u>Frequent</u> : External work activities are primary responsibility of the job23	35	47	58	
4. <u>Constant</u> : The sole purpose of the job is to perform external work activities.....35	47	58	70	