

JOB EVALUATION MANUAL

> INTRODUCTION

The purpose of this job evaluation method is to provide a **consistent and objective means of assigning jobs to appropriate levels or grades within a hierarchical pay scale**. The manual is designed to apply to almost all types and levels of jobs in the organization. It should be emphasized that this job evaluation method is not a formula; the results depend upon the evaluators' interpretation of written job descriptions and of the evaluation manual. In order for the results to be valid, the descriptions must be accurate and complete; and above all, the evaluators must be as consistent as possible in interpreting both jobs and the manual during the evaluation process.

The evaluation manual defines several basic **factors** which together draw a total picture of a job (qualifications, complexity of work, supervision exercised, and so forth). For each factor, a series of basic skill/responsibility/effort levels, called "**degrees**", are defined. A relative value, or portion of a total number of points, is assigned to each factor, and degrees within the factor.

Developing the evaluation manual has involved much testing and revision to ensure that the factors themselves and the weight given to each factor are valid and that the resulting ranks or pay grades establish appropriate relationships among jobs. Prior to actually beginning formal job evaluation, and continuing throughout the evaluation process, the basic *P&A Job Evaluation Manual* is reviewed with a client to ensure that the standard factors and weightings are appropriate, and where indicated, the manual is modified to meet the needs and suit the characteristics of a particular organization.

In brief, the job evaluation process consists of: reviewing a detailed "job description questionnaire" about a job; determining which degree within each factor best fits the job; assigning a point rating for each factor that corresponds to the appropriate degree; and totalling the points for all factors for an overall point rating for the job. Eventually, that point rating is equated to a grade or level on a pay scale.

Job evaluation is generally performed by an **evaluation team** or committee in order to enhance the objectivity and thoroughness of the process. Each member reviews the job questionnaire. Each factor is then discussed and a consensus reached on the appropriate degree and point rating. The initial point evaluation is only the first step in the entire job evaluation process. After all jobs have received initial point ratings, the resulting job structure is examined, and where questionable relationships exist among jobs, those jobs are reviewed again to ensure that appropriate ratings have been made for each factor. In this way, **each job is looked at both as the sum of its parts and as an entity within the organization** before a final rating is made. Finally, results are reviewed by supervisors and employees, and a special review or appeals process set up for reconsidering job ranks that are questioned.

In summary, this formal job evaluation method, focusing on the breakdown of a job into its basic components, provides a sound basis for determining job rank because it:

- permits an **in-depth analysis**, ensuring that no major aspect of the job is overlooked;
- aids in **comparison of dissimilar jobs**;
- **reduces** the potential for **subjective judgments** related to the general "reputation" of a job or particular incumbent;
- provides a **detailed explanation** of why a given job is classified as it is;
- provides a **standard measure** for all types and levels of jobs.

Page	Factor
3	<i>Qualifications</i>
5	<i>Orientation & Training</i>
6	<i>Complexity of Work</i>
8	<i>Judgment</i>
9	<i>Supervision Received</i>
11	<i>Contacts</i>
14	<i>Supervision Exercised</i>
16	<i>Financial & Material Accountability</i>
17	<i>Informational Accountability</i>
18	<i>Responsibility for Health & Safety of Others</i>
19	<i>Physical Effort & Stress</i>
20	<i>Physical Working Conditions</i>
21	<i>Demands on Personal Time</i>
22	Point Values of Letter Ratings Summary of Factor Point Weightings

QUALIFICATIONS

Consider the nature of *accumulated knowledge and skills* required for proper performance of assigned tasks and duties. This factor is a measure of the level of qualifications that **normally must be attained before hire**, through formal and informal education, training and experience.

1st Degree

- 20 E Basic education (high school or equivalent). No additional experience required. Basic language, math and technical/vocational/trades skills. No supervisory skills.

2nd Degree

- 30 G Basic education (high school) plus at least one year of relevant practical experience, or the
40 I equivalent ("OTE" hereafter). Demonstrated proficiency in applying basic language, math and technical/vocational/trades skills. No supervisory skills.

3rd Degree

- 50 K Mastery of basic paraprofessional or pre-bachelor's level language, math and technical/vocational/
60 M trades skills of the sort of normally acquired through 2 years of college or post-secondary technical/vocational training plus 0 to 2 years relevant experience; or high school plus 2 to 4 years experience; OTE.

Supervisory jobs require familiarity with skills involved in planning, assigning and monitoring work of others, but no previous supervisory experience.

4th Degree

- 70 O Mastery of a broad base of knowledge and technical, organizational, language, and math skills of
80 Q the sort normally acquired through a bachelor's degree curriculum plus 0 to 2 years relevant experience; or 2 years of college plus 2 to 4 years experience; or high school plus 4 to 7 years experience; OTE.

Supervisory jobs require some practical experience in planning, assigning and monitoring work of others, and familiarity with skills involved in hiring and evaluation.

5th Degree

- 90 S Mastery of specialized knowledge and skills of the sort normally acquired through a master's
100 U degree curriculum plus 0 to 2 years experience; or bachelor's plus 2 to 4 years experience; or 2 years of college plus 4 to 7 years experience; or high school plus 7 to 10 years experience; OTE.

Supervisory jobs require demonstrated proficiency in planning, assigning and monitoring work of others, plus some formal training or actual participation in hiring and evaluation.

6th Degree

110 W
130 Y
Mastery of advanced-level knowledge and skills in a specialized field of the sort normally acquired through a doctoral degree curriculum plus 0 to 2 years experience; or master's plus 2 to 4 years experience; or a bachelor's plus 4 to 7 years experience; or associate's plus 7 to 10 years experience; OTE.

Supervisory jobs require demonstrated proficiency in a broad range of supervisory skills, plus familiarity with more advanced personnel management techniques related to position management and planning, in-service training programs, etc.

7th Degree

130 AA
140 CC
Demonstrated proficiency in applying advanced-level knowledge and skills in a specialized field at a level normally attained through a doctoral degree curriculum plus 2 to 4 years relevant experience; master's plus 4 to 7 years experience; bachelor's plus 7 to 10 years; associate's plus 10 or more years experience; OTE.

Supervisory jobs require substantial experience in performing a broad range of supervisory duties, including hiring, firing, and evaluation, plus some training and experience in the application of more advanced personnel management techniques related to position planning and management, staff training and development programs, etc.

8th Degree

150 EE
160 GG
Broad and in-depth experience in applying advanced-level knowledge and skills in a specialized field, plus demonstrated proficiency in handling interdisciplinary/interdepartmental problems, projects or programs, at a level normally attained through a doctoral curriculum plus 4 to 7 years of experience; or a master's plus 7 to 10 years experience; or a bachelor's plus 10 or more years experience; OTE.

Supervisory jobs require substantial experience in performing the full range of supervisory duties, including previous second-line management experience, and proficiency in application of more advanced personnel management techniques related to position management and planning, in-service training, etc.

ORIENTATION AND TRAINING 2

Consider the average length of time required for an individual with appropriate education and experience to:

- complete on-the-job orientation and training (formal or informal)
- become familiar with the basic routines of the job
- begin to work effectively on his (or her) own.

- 2 A Up to 2 weeks
- 5 B 3 to 6 weeks
- 10 C 2 to 5 months
- 15 D
- 20 25 E 6 to 9 months
- 25 F
- 30 G 10 months or more

COMPLEXITY OF WORK ³

Consider the *nature of intellectual activity* required for satisfactory performance of the job, that is the extent to which the job involves reading, writing, computing, organizing, planning, directing, visualizing, observing, analyzing, interpreting, diagnosing, counseling, advising, composing, designing, speaking, etc. This factor is an *overall measure of the difficulty and scope of responsibility of the job.*

1st Degree

20 E

- Work methods are very clearly defined and require little or no planning or organizing of daily activities.
- Work is of a routine and repetitive nature, subject to only infrequent interruptions or changes that require very minimal reorganization of activities.
- Job involves applying very basic language, arithmetic and/or mechanical skills to a limited scope of very routine problems and situations.

2nd Degree

30 G
35 H

- Work methods and routines are clearly defined, but require minimal planning and organizing of daily activities.
- Work is largely repetitive, but general routine is regularly subject to changes or interruptions that require minimal reorganization of activities.
- Job involves applying high school level language, math, and technical/vocational skills to a variety of routine problems and situations.

3rd Degree - Job requires that the person:

45 J
50 K

- Plan and organize work methods and routines in carrying out well defined assignments; reorganize activities in response to frequent interruptions or changes in routine.
- Apply basic post-secondary level technical/paraprofessional/vocational/trades knowledge and skills (eg. accounting, clerical, administrative, instructional, computer, library, mechanical, electronics, clinical, lab skills) to standard problems and situations of fundamental difficulty, requiring some basic analysis and selection of proper approach/techniques within clear parameters.

4th Degree - Job requires that the person:

60 M
65 N

- Plan and organize work methods and routines in carrying out moderately broad assignments; revise and reorganize activities and priorities in response to regular changes in conditions and problems.
- Apply a broad base of general knowledge and basic skills related to a specific field (technical, clinical, business, academic, etc.) to diverse problems and situations of moderate difficulty, demanding some original research, modification of standard methods and techniques, analysis, and design/composition.

- Participate in department/program planning activities related to the individual's primary function.

5th Degree - Job requires that the person:

- Plan and organize work methods and routines in carrying out broad assignments or tasks; reorganize and revise priorities and activities in response to continual changes in problems and conditions.

- Apply specialized knowledge and skills to diverse problems and situations of substantial difficulty, regularly demanding original research, modification of standard methods and techniques, analysis, and design/composition.

- Participate in general program/department planning activities, and play a key role in planning related to the individual's primary function.

6th Degree - Job requires that the person:

- Plan, organize, implement, administer, and evaluate the activities of a project, program or other unit of moderate size and scope, in accordance with basic objectives; revise objectives, priorities and activities in response to evolving conditions and problems.

- Apply advanced-level specialized knowledge and skills to diverse problems and situations of a high degree of difficulty, demanding extensive original research, analysis, design/composition, and modification of standard methods and techniques.

- Play a key role in formulating, evaluating and revising project/program/unit and related organizational objectives, policies and procedures.

7th Degree - Job requires that the person:

- Plan, organize, implement, administer, evaluate, and revise the activities of a major program/department/unit.

- Apply advanced-level specialized knowledge and skills to a moderately broad scope of complex problems and situations, regularly demanding application and modification of basic principles and techniques of related fields in dealing with major interdisciplinary/interfunctional issues or questions.

- Play a key role in formulating, evaluating and revising department/program and related organizational objectives, policies and procedures; and in determining the basic role or mission of assigned functions within the organization.

8th Degree - Job requires that the person:

- Plan, organize, implement, administer, evaluate, and revise the activities of a primary division, multi-unit program, or interdisciplinary/inter-program function of the organization.

- Apply advanced-level specialized knowledge and skills to a broad scope of diverse problems and situations, demanding extensive application and modification of principles and techniques of related fields in dealing with major interdisciplinary/interfunctional issues or questions.

- Play a key role in formulating, evaluating and revising divisional and related organizational objectives, policies and procedures; and in determining the basic role or mission of assigned functions within the organization.

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P
2
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90 S
95 T

105 V
110 W

120 Y
125 Z

JUDGMENT 4

Consider the nature of independent judgment that must be exercised in performing the job, and the likely impact of judgments/decisions on involved individuals, functions, and the organization as a whole.

1st Degree

- A Job involves occasional to regular use of independent judgment in interpreting and applying minor
- 6 B or straightforward policies, procedures and practices; judgments generally have an immediate or
- 10 C limited impact only.

2nd Degree

- 15 D Job involves regular use of independent judgment in interpreting and applying a number of key
- 20 E functional, organizational, professional/technical, and/or external policies, procedures, principles,
- 25 F and practices; judgments potentially have moderately broad or long-term impact on the assigned function and/or other affected functions/individuals.

3rd Degree

- 30 G Job involves regular to extensive use of independent judgment in interpreting and applying a wide
- 35 H variety of functional, organizational, professional/technical, and/or external policies, procedures, principles, and practices; judgments potentially have broad or long-term impact on or are of a precedent-setting nature for the assigned function/program, as well as other affected functions/programs/individuals.

4th Degree

- 40 I Job involves regular to extensive use of independent judgment in interpreting and applying a broad
- 45 J range of functional, organizational, professional/technical, and external policies, regulations, principles, and practices; judgments potentially have broad or long-term impact on or are of a precedent-setting nature for the organization as a whole, as well as the immediate function and other affected programs/functions/individuals.

SUPERVISION RECEIVED **5**

Consider the extent to which the position requires *independence of thought and action* in developing, planning and performing work assignments.

1st Degree

- 5 B - Works under close to moderately close administrative and technical supervision.
- 10 C - Assignments are generally made and completed work monitored several times daily. Performs some routine duties on a regular schedule without specific direction.
 - Requires a limited amount of independent choice of work methods and planning of activities.
 - Follows detailed instructions or well-defined policies and procedures.
 - Immediate supervisor is usually a staff member with related duties.

2nd Degree

- 25 15 D - Works under moderate to minimal administrative and technical supervision depending on difficulty of work involved.
- 25 10 F - Assignments are generally made and completed work monitored on a daily basis or several times per week. Performs many routine duties on a regular schedule without specific direction.
 - Follows standard procedures, requiring a moderate amount of independent choice of work methods, planning of activities, and interpretation of data, policies, etc.

3rd Degree

- 35 10 G - Works under minimal administrative supervision on broad and diverse assignments.
- 35 10 H - Assignments are generally open and on-going, and/or are made periodically on a project by project basis, with more frequent consultation regarding special problems.
- 10 I - Receives some technical supervision, but generally follows established policies and precedents, requiring much independent design or choice of work methods and techniques, planning of activities, revision of approaches, and interpretation of policies, data, etc.

4th Degree

- 15 10 J - Works under general administrative direction, planning and implementing the activities of a project, program or other unit of moderate size or scope, in accordance with defined objectives.
- 10 OK - Receives only occasional technical assistance from supervisor.
- Has regular meetings with supervisor on a semi-monthly or monthly basis regarding overall progress, direction, objectives of the program, with more frequent consultation regarding special problems.

5th Degree

- 55 L
60 M
- Works under very general administrative direction, planning and implementing the activities of a department, program or other unit of major size or scope, in accordance with general organizational objectives.
 - Usually receives no technical assistance from supervisor.
 - Has regular meetings with supervisor on a monthly or quarterly basis regarding overall progress, direction, objectives of the program, with more frequent consultations regarding special problems or specific activities as necessary.

6th Degree

- 65 N
70 O
- Works independently for the most part, planning and implementing broad programs within the organization.
 - Work is checked primarily through consultation and agreement with others rather than by specific directives from supervisors.

CONTACTS 6

Consider the nature and extent of the individual's contacts (*non-supervisory*) with others inside and outside of the organization that are essential for proper performance of the job.

Frequency Of Contacts

- 0 A 1st Degree - Contacts are occasional to moderately frequent, but do not involve a substantial
- 5 B portion of time/effort of the job.
- 10 C 2nd Degree - Contacts are frequent to constant, and involve a substantial or major portion of
- 15 D time/effort of the job.
- 20 E

Nature Of Contacts 7

Complexity - Involves difficulty of and variation in subject matter of/reasons for contacts, as well as the variety of constituencies contacted.

Sensitivity - Involves need for tact, discretion, and diplomacy, and potential personal effect or influence upon others.

1st Degree

- 10 - Contacts primarily involve maintaining *good working relationships with co-workers*, and routine coordination of effort on shared assignments.
- 10 - Regular contacts with others usually involve *routine exchange and explanation of information* regarding specific services, policies, procedures, and activities.

2nd Degree

- 15 D Regular contacts are of *limited complexity and/or sensitivity*; and the individual typically does one
- 20 E or more of the following:
 - Assist or advise clients, staff, students, or others in order to: provide *basic direct services*; provide *standard information* about and interpretation of services, policies, procedures, and programs; monitor, investigate, evaluate, and assist in resolving *routine problems*.
 - Interview or administer tests/questionnaires in order to *record standard factual information*.
 - Act as liaison with other offices, organizations or individuals in *coordinating projects* or activities.
 - Compile, present, explain, and interpret data related to assigned tasks.
 - *Train or instruct* clients, students or others in *fundamental skills*, concepts, methods, etc. including *some evaluation* of mastery of subject matter.
 - *Enforce standard, well defined policies*, procedures and regulations related to assigned function.

3rd Degree

25 F
30 G
35 H
Regular contacts are *moderately complex and/or sensitive*; and the individual typically does one or more of the following:

- Assist or advise clients, students, staff, or others, in order to: provide *basic and specialized direct services*; provide *in-depth information about and interpretation of* services, policies, procedures, and programs; monitor, investigate, evaluate, and *assist in resolving unusual or difficult problems*.
- Interview, observe, and administer questionnaires/tests in order to *record technical data* and observations, and *make basic professional/technical evaluations* of situations or problems;
- *Act as liaison* with other offices, organizations or individuals in coordinating projects or programs, with partial responsibility for obtaining and maintaining their support and cooperation and negotiating agreements.
- Compile, present, explain, and analyze data on assigned functions, and *regularly recommend action to be taken by senior administrative staff*.
- *Train or instruct* clients, students, or others on a *basic to intermediate level* of academic/technical theory, concepts, issues, methods, techniques; and formally evaluate mastery of subject matter.
- *Enforce* numerous functional, organizational and/or external policies, procedures and regulations, as well as *well-established professional/technical principles and methods*.

4th Degree

40 I
45 J
Regular contacts are of *substantial complexity and/or sensitivity*, and the individual typically does one or more of the following:

- Assist or advise/counsel clients, students, staff, or others, in order to: provide *specialized direct services*; monitor, investigate, evaluate and play a key role in resolving *problems of an unprecedented nature or having major/broad implications* for the individual or program.
- Interview, observe, administer tests, in order to *record data* and observations and make *specialized professional/technical evaluations* of problems or situations.
- Act as liaison for a major department/program with numerous offices, organizations and individuals for the primary purpose of *obtaining and maintaining their support and cooperation, and negotiating agreements*, as well as coordination of activities/programs.
- Compile, present, explain, and analyze data related to assigned functions/program, including *frequent recommendation of action to be taken by administrative officers*.
- *Play a key advisory role in interdepartmental* or intra-organizational planning and coordination of a major program or phase of activities.
- *Train or instruct* clients, students, or others on *advanced theory*, concepts, issues, methods, and techniques related to a specific academic/technical/professional field; and evaluate mastery of subject matter.
- *Enforce a wide variety* of functional, organizational, and external *policies, procedures and regulations*, as well as *established professional technical principles and methods*.

5th Degree

50 K
55 L
Regular contacts are *highly complex and/or sensitive*; and the individual typically does one or more of the following:

- Assist, advise/counsel clients, students, staff, or others, with primary responsibility for providing *highly specialized direct services*, and for monitoring, investigating, evaluating, and resolving *problems of an unprecedented nature or having broad/major implications* for the individual or program.
- Interview, observe, administer tests for the primary purpose of making *highly specialized and in-depth professional/technical evaluations* of problems or situations.
- *Act as organizational liaison* with numerous offices, organizations and individuals for the primary purpose of obtaining and maintaining their support and cooperation and negotiating major agreements.
- *Play a key leadership role in organizational planning and coordination* of a major program or phase of activities.
- Compile, present, explain, analyze data on assigned programs, including *extensive recommending or mutual determination of action to be taken by executive officers*.
- *Enforce a broad range of functional, organizational, external, and professional/technical policies, regulations, laws, principles, and methods*.

SUPERVISION EXERCISED

8

Consider the nature and extent of supervision exercised, using both the number of persons directed or supervised and the scope of supervisory responsibilities as guidelines.

Scope of supervisory responsibility includes:

- . the degree of complexity and diversity of the duties of those supervised;
- . the type of supervisory duties involved (planning and assigning work, training, performance appraisal, recommending pay rates, hiring, firing, staff organization and management, etc.)

1st Degree

- 5 B No formal supervisory duties.
- 10 C May train, assist and occasionally direct junior co-workers, but generally works along with those persons.

2nd Degree

- 15 D Trains and assigns/directs the activities of several persons (up to 4 work is diverse or complex, up to 10 is work is uncomplicated and highly routine); may advise on hiring and performance review to a limited extent, but is not considered responsible for quality of work or personnel decisions.
- 20 E OR
Trains and plans, assigns and is responsible for quality of work of one or two persons, if work is diverse/complex, up to 6 if routine; plays key advisory role in evaluation, hiring, firing, and compensation.

3rd Degree

- 25 F Trains and assigns/directs the activities of a moderate number of persons (5-10 if work is diverse/complex, up to 25 if highly routine); may advise on hiring and performance appraisal to a limited extent, but is not considered responsible for quality of work or personnel decisions.
- 30 G OR
Trains and plans, assigns and is responsible for quality of work of several persons (3-5 if work is diverse/complex, up to 10 highly routine); plays key advisory role in evaluation, hiring, firing, and compensation.
- OR
Has full supervisory duties and responsibilities for one to two persons if work is diverse/complex; several (3-5) if highly routine.

4th Degree

H³ Trains and assigns/directs the activities of a large number of persons (10 or more if work is I⁴⁰ diverse/complex, up to 50 if highly routine); may advise on hiring and performance appraisal, but is not considered responsible for quality of work or personnel decisions.

OR

Trains and plans, assigns and is responsible for quality of work of a moderate number of persons (5-10 if work is diverse/complex, up to 25 if highly routine); plays key advisory role in evaluation, compensation, hiring, and firing.

OR

Has full supervisory duties and responsibilities for several persons (3-5 if work is diverse/complex, up to 10 if highly routine.)

5th Degree

J³ Trains and plans, assigns and is responsible for quality of work of a large number of persons (10 K²⁰ or more if work is diverse/complex, up to 50 if highly routine); plays a key advisory role in evaluation, compensation, hiring and firing.

OR

Has full supervisory responsibilities for a moderate number of persons (5-10 if work is diverse/complex, up to 25 if highly routine), one or more of whom may be delegated some supervisory duties.

OR

Has "second-in-command" supervisory responsibilities for a large unit or department (10-25 if work is diverse/complex, up to 100 if highly routine.)

6th Degree

L²⁰ Has mid-level supervisory accountability for a large department or unit (10-25 if work is M²⁰ diverse/complex, up to 100 if highly routine), one or several of whom may be delegated moderate to extensive supervisory duties and responsibilities.

OR

Has "second-in-command" supervisory accountability for a major multi-unit program or administrative sub-division.

7th Degree

N²⁰ Has mid-level supervisory accountability for a major multi-unit program or division, involving O¹⁰ direct supervision of several managers/directors who are delegated full supervisory duties and responsibilities in their areas.

OR

Has or shares "second-in-command" supervisory accountability for the organization.

FINANCIAL & MATERIAL ACCOUNTABILITY

Consider the nature and extent of access to and responsibility for *financial resources* (cash, checks, major funds/accounts) and *operating budgets*; and *physical resources* (equipment, medication, chemicals, books, animals, etc.).

1st Degree

- A - Handling of cash/valuables, use and maintenance of specialized equipment/materials, processing of financial documents, and/or maintenance of budget/financial records is of a routine nature, and is performed on a limited basis, or with little opportunity for significant loss, damage or error.

2nd Degree

- B - Handling of cash/valuables, use and maintenance of specialized equipment/materials, processing of financial documents, and/or maintenance of financial/budget records is a significant component of job and involves regular opportunity for significant loss, damage or error.
C - Job involves assistance in department/program budget preparation and administration, including review and analysis of expenditures.

3rd Degree

- D - Handling of cash/valuables, use and maintenance of specialized equipment/materials, processing of financial documents, and/or maintenance of financial/budget records is a/the major responsibility of the job, and involves frequent to extensive opportunity for significant loss, damage or error.
E - Job involves developing and administering a moderate sized department/program budget, or playing a key role in developing and administering a large department/program budget, or assisting in budget preparation and administration on a multi-program or organization-wide basis.
F - Job involves monitoring, supervising and/or advising policy on the acquisition, administration, distribution, and/or investment of limited to moderate amounts of organizational funds or resources.

4th Degree

- G - Job involves developing and administering a major department/program budget; or, assisting in the development of and playing a key role in the administration of the organization budget.
H - Job involves monitoring, supervising and advising policy on the acquisition, distribution, administration, and/or investment of large amounts of organizational funds or resources.

5th Degree

- I - Job involves budget direction on a multi-program or organization-wide basis and playing a key role in developing the organization budget.
J - Job involves monitoring, supervising and advising policy on the acquisition, distribution, administration, and/or investment of major segments of organizational funds or resources.

INFORMATIONAL ACCOUNTABILITY 10

Consider the nature and extent of access to and responsibility for primary data/records, that is, information of major importance to fulfilling organizational or unit objectives, of a highly confidential/sensitive nature, or the improper handling of which may result in substantial time, financial and/or credibility loss for the function or organization.

1st Degree

- A Collection, processing and/or dissemination of data/records is of a routine nature (eg. general client, student, personnel, or activity/project files) or is closely supervised.
- 5 B

2nd Degree

- 10 C Collection, processing and/or dissemination of data/records is a major responsibility of the job, conducted under moderate to minimal supervision.
- 15 D
- 20 E

3rd Degree

- 30 G Job involves supervising/coordinating and assisting with the collection, processing, organization, and dissemination of data/records having moderate to broad organizational impact, under minimal supervision or general direction.
- 35 H

4th Degree

- 40 I Job involves developing policies and procedures relevant to, and directing the collection, processing, organization, and dissemination of data/records having broad organizational impact, in accordance with general organizational objectives.
- 45 J

RESPONSIBILITY FOR HEALTH & SAFETY OF OTHERS | |

Consider the nature and extent of responsibility for and/or potential impact on the personal health and safety of others.

1st Degree

- 0 A Job generally has little or no effect on the health and safety of others.

2nd Degree

- 5 B Job involves regular opportunity for minimal impact, or occasional/limited opportunity for
10 C moderate impact on the health and safety of others.

3rd Degree

- 15 D Job involves extensive opportunity for minimal impact, or regular/frequent opportunity for
20 E moderate impact, or occasional/limited opportunity for major impact on the health and safety of others.

4th Degree

- 25 F Job involves extensive opportunity for moderate impact, or regular/frequent opportunity for major
30 G impact on the health and safety of others.

PHYSICAL EFFORT & STRESS

12

1st Degree

- A Normal office demands: light work involving intermittent sitting, standing and walking.

2nd Degree

- 5 B Sitting or standing for prolonged periods. Very repetitive work of a mechanical nature. Extensive use of computer monitors, calculators, and the like. Frequent to extensive driving. Regular use of specialized physical skills/techniques. Frequent exposure to moderately stressful situations.
- 10 C

3rd Degree

- 15 D Considerable physical strain, for example, lifting, crawling, climbing. Continuous standing or walking. Continuous rapid manipulative work. Extensive use of specialized physical skills/techniques. Frequent exposure to highly stressful situations.
- 20 E

4th Degree

- 25 F Extensive physical exertion and/or stress.
- 30 G

PHYSICAL WORKING CONDITIONS

13

Consider the surroundings in which the individual works and the hazards to which he/she is exposed, such as: poor lighting, heating, ventilation; high noise levels; infectious diseases; toxic chemicals; hazardous equipment; high working places; inclement weather; poor driving conditions; and so forth.

1st Degree

- 0 A Normal office conditions prevail.

2nd Degree

- 5 B Minimal exposure to unpleasant or hazardous conditions.
10 C

3rd Degree

- 15 D Moderate exposure to unpleasant or hazardous conditions.
20 E

4th Degree

- 25 F Extensive exposure to unpleasant or hazardous conditions.
30 G

DEMANDS ON PERSONAL TIME

14

1st Degree

- A Overtime occasionally required, overtime pay or compensatory time off is given.

2nd Degree

- B Several hours of overtime a week required on a regular basis; overtime pay or compensatory time off is given; OR regular work schedule periodically requires weekend or evening work.

3rd Degree

- C Working beyond normal business hours expected on a regular basis, without extra compensation.
- D Regular work schedule frequently requires weekend or evening work. Staff member frequently required to be on call or to travel.
- E