



JOB POSITION EVALUATION PLAN: Definitions of Factors and Respective Degrees Used in Evaluating

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POSITION EVALUATION PLAN:

Definitions of Factors and Respective Degrees Used in Evaluating Job Content

Unit I (Positions usually determined to be Non-exempt under the terms of the Fair Labor Standards Act)

- Manufacturing
- Maintenance
- Warehousing
- Distribution
- Service

		UNIT I				
		1st Degree	2nd Degree	3rd Degree	4th Degree	5th Degree
FACTORS						
SKILL						
	1. Knowledge	14	28	42	56	70
	2. Experience	22	44	66	88	110
	3. Initiative and Ingenuity	14	28	42	56	70
EFFORT						
	4. Physical Demand	10	20	30	40	50
	5. Mental or Visual Demand	5	10	15	20	25
RESPONSIBILITY						
	6. Equipment or Process	5	10	15	20	25
	7. Material, Product or Service	5	10	15	20	25
	8. Safety of Others	5	10	15	20	25
	9. Work of Others	5	10	15	20	25
JOB CONDITIONS						
	10. Working Conditions	5	10	15	20	25
	11. Hazards	5	10	15	20	25

Score Range	Grades	Score Range	Grades
139 and under	1	250-271	7
140-161	2	272-293	8
162-183	3	294-315	9
184-205	4	316-337	10
206-227	5	338-359	11
228-249	6	360-381	12

1. KNOWLEDGE - This factor measures the knowledge or equivalent training required to perform the position duties, however, this knowledge is acquired, i.e. through formal education, on-the-job training, training on jobs of a lesser degree either within the organization or on the outside, or any combination of these approaches.

D	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Use reading and writing, adding and subtracting of whole numbers; following of instructions; use of fixed gauges, direct reading instruments and similar devices; where interpretation is not required	14
2	D 02 - Use of addition, subtraction, multiplication and the division of numbers including decimals and fractions; simple use of formulas, charts, tables, drawings, specifications, schedules, wiring diagrams, computer scanning devices, use of adjustable measuring instruments; checking of reports, forms, records and comparable data; where interpretation is required involving basic skills knowledge.	28
3	D 03 - Use of elementary geometry, algebra and trigonometric principles together with the use of complicated drawings, specifications, charts, tables; various types of precision measuring instruments, ability to make minor modifications to NC/CNC equipment programs and personal computer to input data, interpretation of data and measuring devices requiring advanced skills knowledge. Equivalent to 1 to 3 years of applied training in a particular or specialized occupation.	42
4	D 04 - Use of advanced trades mathematics together with the use of complicated drawings, specifications, charts, tables, handbook formulas; all varieties of precision measuring instruments, CNC equipment, multi-machine work stations, personal computer and specific software application programs of a technical nature involving a thorough technical skills knowledge plus the application of basic theory. Equivalent to a complete accredited apprenticeship in a recognized trade, craft or occupation; or equivalent to a 2-year technical college education.	56
5	D 05 - Use of higher mathematics involved in the application of engineering principles and the performance of related practical operations, together with a comprehensive knowledge of theories and practices of mechanical, electrical, electronic, chemical, civil or a like engineering field. This is equivalent to a complete 4-year technical college or university education.	70

2. EXPERIENCE - This factor measures the minimum length of time usually or typically required to attain quality and quantity performance standards under normal supervision. Do not include any knowledge considerations that have been evaluated under the Knowledge factor or any additional time after competency is reached.

Experience is of two kinds:

- 1 . Previous qualifying experience on jobs of a lesser degree either within the organization or gained during employment in positions in other organizations or any combination of those approaches.
- 2 . The "break-in time" or period of adjustment or adaptation on the specific position itself. Both time periods must be added together to properly reflect the evaluation.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D01 - Up to and including 3 months.	22
2	D 02 - Over 3 months up to and including 12 months.	44
3	D 03 - Over 1 year up to and including 3 years.	66
4	D 04 - Over 3 years up to and including 5 years.	88
5	D 05 - Over 5 years.	110

3. INITIATIVE AND INGENUITY - This factor measures the independent action, use of judgment, making of decisions and the amount of resourcefulness and planning that is required, as determined by the complexity of the duties performed.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Use of little judgment to follow instructions; use of simple equipment in performing duties with little or no choice as to the procedures used in achieving results.	14
2	D 02 - Use of some judgment to comply with instructions, prescribed routines, methods and/or practices or to respond to preset computer menu choices or pre-programmed computer commands involving the making of minor decisions.	28
3	D 03 - Use of judgment to plan, perform and make decisions as to the sequence of set-ups, operations and processes, including minor modifications to pre-programmed computer routines within the limits of recognized or standard methods or practices.	42
4	D 04 - Use of considerable judgment to plan and perform unusual and difficult work where only general methods are available, and in the making of broad decisions, including computer program modifications involving considerable initiative and ingenuity.	56
5	D05 - Use of broad conceptual judgment, initiative and ingenuity to work independently toward ultimate objectives on very involved and complex projects, to devise methods and procedures to meet unusual conditions and to make original contributions to the solution of complex problems.	70

4. PHYSICAL DEMAND						
DEFINITIONS – Manual Effort Applied Percent of Time		TIME EFFORT APPLIED (Based on Definitions)				
Manual Effort	Applied Time		Rare	Occasional	Frequent	Continuous
❖ Negligible - Up to 1 lbs	❖ Rare -Up to 15%	Negligible				1
❖ Very Light - Over 1 lbs. and up to 5 lbs.	❖ Occasional Over 15% and up to 40%	Very Light			1	2
❖ Light - Over 5 lbs. and up to 25lbs.	❖ Frequent - Over 40% and up to 70%	Light		1	2	3
❖ Average - Over 25lbs. and up to 60lbs.	❖ Continuous - Over 70%	Average	1	2	3	4
❖ Heavy - Over 60lbs.		Heavy	2	3	4	5

4. PHYSICAL DEMAND - This factor measures the kind, amount and frequency of the physical effort required to perform all the duties; the work position in which the effort is applied in handling materials, parts, tools, equipment, and in operating equipment, machines, processes and apparatus. The expending of effort involves lifting or moving, or equivalent pulling, pushing, carrying, shoveling or stretching. Periods of physical inactivity must be taken into consideration.

*** Add one degree to each of the figures, through the 4th degree, if the duties are performed in difficult work positions.**

DEGR EE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	DEGREE	
1	Little Physical Demand <input type="checkbox"/> continuously lifting or moving material of negligible weight <input type="checkbox"/> frequently lifting or moving very light weight material <input type="checkbox"/> frequently lifting or moving material of negligible weight in difficult work positions <input type="checkbox"/> occasionally lifting or moving light weight material <input type="checkbox"/> occasionally lifting or moving very light weight material in difficult work positions <input type="checkbox"/> rarely lifting or moving average weight material <input type="checkbox"/> rarely lifting or moving light weight material in difficult work positions	2	D 02 - Light Physical Demand <input type="checkbox"/> continuously lifting or moving very light weight material <input type="checkbox"/> continuously lifting or moving material of negligible weight in difficult work positions <input type="checkbox"/> frequently lifting or moving light weight material <input type="checkbox"/> frequently lifting or moving very light weight material in difficult work positions <input type="checkbox"/> occasionally lifting or moving average weight material <input type="checkbox"/> occasionally lifting or moving light weight material in difficult work positions <input type="checkbox"/> rarely lifting or moving heavy weight material <input type="checkbox"/> rarely lifting or moving average weight material in difficult work positions
3	D 03 - Moderate Physical Demand <input type="checkbox"/> continuously lifting or moving light weight material <input type="checkbox"/> continuously lifting or moving material of very light weight in difficult work positions <input type="checkbox"/> frequently lifting or moving average weight material <input type="checkbox"/> frequently lifting or moving light weight material in difficult work positions <input type="checkbox"/> occasionally lifting or moving heavy weight material <input type="checkbox"/> occasionally lifting or moving average weight material in difficult work positions <input type="checkbox"/> rarely lifting or moving heavy weight material in difficult work positions	4	D 04 - Considerable Physical Demand <input type="checkbox"/> continuously lifting or moving average weight material <input type="checkbox"/> continuously lifting or moving material of light weight in difficult work positions <input type="checkbox"/> frequently lifting or moving heavy weight material <input type="checkbox"/> frequently lifting or moving average weight material in difficult work positions <input type="checkbox"/> occasionally lifting or moving heavy weight material in difficult work positions
5	D 05 - Heavy Physical Demand <input type="checkbox"/> continuously lifting or moving heavy weight material <input type="checkbox"/> continuously lifting or moving material of average weight in difficult work positions <input type="checkbox"/> frequently lifting or moving heavy weight material in difficult work positions		

5. MENTAL ATTENTION OR VISUAL DEMAND - This factor measures the degree of mental attention and/or visual fatigue sustained through concentration and coordination of mind and eye. Consider the volume and complexity of the work, cycle of application of mental and visual faculties and the intensity of such application. (This factor should not be used to measure the requirements of the position for "headwork")

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Occasional mental or visual attention since either the operation is practically automatic or the duties require attention only sporadically.	5
2	D 02 - Frequent mental and visual attention, where the flow of work is intermittent or the operation involves waiting for a machine or process to complete a cycle, with some checking.	10
3	D 03 - Continuous mental and visual attention; usually repetitive work or diversified operations requiring constant alertness or activity.	15
4	D 04 - Concentrated mental and visual attention in laying out or otherwise performing complex work to very close limits of high accuracy and quality; or in coordination of a high degree of manual dexterity with close visual attention for sustained periods.	20
5	D05 - Intense and exacting mental and visual attention, visualizing, planning, and laying out or otherwise performing very involved, exacting and complex work.	25

6. RESPONSIBILITY FOR EQUIPMENT AND PROCESS - This factor measures the responsibility for preventing damage due to mistake or carelessness to the equipment or process used. Consider the probable amount of damage resulting from any one single mishap due to such direct causes as improper handling, setup and operation. Do not merely use maximum and minimum, but an average based on normal expectations. "Equipment and process" is defined as the physical facilities such as machines, tools, supplies, devices, apparatus and solutions used. (\$ eff. 2014)

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Probable damage seldom over \$260	5
2	D 02 - Probable damage over \$260, but seldom over \$650*	10
3	D 03 - Probable damage over \$650, but seldom over \$6,500*	15
4	D 04 - Probable damage over \$6,500, but seldom over \$26,000*	20
5	D 05 - Probable damage over \$26,000* *The dollar values in the degrees in Factor #6-Responsibility for Equipment and Process are based on January, 2014 average price levels. Adjusted based on the Industrial Commodities Section of the Bureau of Labor Statistics Revised Producer Price	25

7. RESPONSIBILITY FOR MATERIAL, PRODUCT OR SERVICE QUALITY - This factor measures the responsibility for the quality of the material, product or service; in preventing loss, which may result from negligent inspections or testing; from spoilage or waste of raw, in-process and finished materials; or from damage to physical facilities being installed, moved or maintained. Consider the probable amount of loss before detection and correction in any one operation, or within any one work day or within the inspection period if period is shorter than one work day in any lot or run. Take into account the quantity, weight, volume involved, the extent of spoilage, waste or damage and the possibility of salvage, all in terms of manufacturing or service costs. Do not merely use maximum and minimum, but an average based on normal expectations. "Material or Product" is defined as the materials and physical facilities that are processed, fabricated, installed, moved, serviced, maintained, inspected or tested.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Probable loss seldom over \$260	5
2	D 02 - Probable loss seldom over \$260, but seldom over \$2,600*	10
3	D 03 - Probable loss over \$2,600, but seldom over \$6,500*	15
4	D 04 - Probable loss over \$6,500, but seldom over \$13,000*	20
5	D 05 - Probable loss over \$13,000* *The dollar values in the degrees in Factor #7-Responsibility for Material, Product or Service Quality are based on January, 2014 average price levels Adjusted based on the Industrial Commodities Section of the Bureau of Labor Statistics Revised Producer Price	25

8. RESPONSIBILITY FOR SAFETY OF OTHERS - This factor measures the responsibility for preventing injury or health hazard to others, which the nature of the position places upon the employee, after making allowance for and giving consideration to the fact that safety devices provided and furnished by the organization are to be properly used and that published safety rules are followed. Consider: can the employee injure others through improper setup or careless operation of the machine or process, inattention or thoughtlessness, failure to safeguard work area or warn others of hazards? If so, how and what would be the probable extent of such injury? Injury to the employee is evaluated under the factor of Hazards.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - There is little responsibility for the safety of others. Probability of causing injury to others is remote. Work is performed in an isolated location, where there is very simple equipment involved and the material handled is very light.	5
2	D 02 - Only reasonable care in performing own work is necessary to prevent injury to others. An accident, should it occur, would result in minor injuries such as cuts, abrasions, burns or bruises.	10
3	D 03 - Normal care required in operating equipment or performing duties to prevent injury to others. An accident, should it occur, would result in lost time injuries such as severe fractures, loss of fingers or toes, eye injuries or health hazards not incapacitating in nature.	15
4	D 04 - Constant care is necessary to prevent injury to others due to inherent hazards. An accident, should it occur, would result in injuries of a partially incapacitating nature such as loss of an arm, leg, eye or a severe health hazard.	20
5	D 05 - Safety of others depends entirely on correct action of employee. An accident, should it occur, would result in total disability or death.	25

9. RESPONSIBLE FOR WORK OF OTHERS OR AS A MEMBER OF A QUALITY/PROCESS TEAM - This factor measures the responsibility inherent to the position for setting up and checking the work of others,* assisting and instructing them, and directing and maintaining the flow of their work. Optional credit may be applied for members of certified quality or process teams. In considering quality or process team involvement, assignment of higher than the first degree may only be made when the organization has adopted a fully involved program within entire or major divisions of the organization. ** It is not intended to appraise supervisory responsibility for results.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Responsible for own work or occasionally for 1 person.	5
2	D 02 - Responsible for 1 or 2 people 50% or more of the time.	10
3	D 03 - Responsible for more than 2 and up to and including 10 people.	15
4	D 04 - Responsible for more than 2 and up to and including 10 people.	20
5	D 05 - Responsible for over 25 people. * Full time equivalencies should be included. ** Quality/Process team impacting only its own group's operations, add one degree. Quality/Process team impacting its own group and one other group's operations, add two degrees. Quality/Process team impacting its own group and two other group's operations, add three degrees.	25

10. WORKING CONDITIONS - This factor measures the surroundings or physical conditions under which the work must be done and the extent to which they make the position disagreeable. Consider whether elements such as dust, dirt, heat, fumes, cold, noise, vibration, water, chemicals or oil are present, and the relative amount and continuity of exposure.* Where working conditions vary with specific work assignments such as found in some maintenance department positions, the degree selected must represent the average of all the conditions encountered.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Very good working conditions. Absence of disagreeable elements.	10
2	D 02 - Good working conditions. Exposed to any number of elements but with none present to the extent of being disagreeable	20
3	D 03 - Somewhat disagreeable working conditions. Exposed to any number of elements and with one continuously present to the extent of being objectionable, or with several elements present to the extent of being objectionable but usually not more than one at a time.	30
4	D 04 - Disagreeable working conditions. Exposed to any number of elements with two continuously present to the extent of being objectionable.	40
5	D 05 - Extremely disagreeable working conditions due to continuous and intensive exposure to three or more objectionable elements. * Add one degree for Clean Room environment.	50

11. HAZARDS - This factor measures the hazards connected with the position after making allowances for all protective devices that have been installed or furnished and for compliance with prescribed safety rules and regulations. Consider the material handled, the tools, equipment or apparatus used, the working locations, the utilization of the safety devices provided, and the probable extent of injury or health hazard should an accident occur.

DEGREE	UNIT I (Manufacturing, Maintenance, Warehousing, Distribution and Service): Description	Points
1	D 01 - Probability of injury is remote.	5
2	D 02 - Injuries improbable, except for minor cuts, burns, abrasions or bruises.	10
3	D 03 - Injuries, should they occur, would result in loss of time due to causes such as severe fractures, loss of fingers or toes, eye injuries, or some exposure to health hazards not incapacitating in nature.	15
4	D 04 -Injuries, should they occur, would result in partial incapacitation due to loss of arm, leg or eye, or a severe health hazard with potential long term debilitating effects.	20
5	D 05- Injuries, should they occur, would result in total disability or death.	25

POSITION EVALUATION PLAN:

Definitions of Factors and Respective Degrees Used in Evaluating Job Content

Unit II (Positions usually determined to be Non-exempt under the terms of the Fair Labor Standards Act)

- Clerical
- Technical
- Service

Unit III (Positions usually determined to be Exempt under the terms of the Fair Labor Standards Act)

- Supervisory
- Professional
- Sales and Administrative Positions

FACTORS	UNIT II					UNIT III						
	1st Degree	2nd Degree	3rd Degree	4th Degree	5th Degree	1st Degree	2nd Degree	3rd Degree	4th Degree	5th Degree	6th Degree	
SKILL												
1. Knowledge	15	30	45	60	N/A	N/A	30	45	60	75	100	
2. Experience	20	40	60	80	100	N/A	N/A	60	80	100	125	
INITIATIVE												
3. Complexity of Duties	15	30	45	60	N/A	N/A	N/A	45	60	75	100	
4. Supervision Received	5	10	20	40	N/A	N/A	N/A	20	40	60	80	
RESPONSIBILITY												
5. Errors	5	10	20	40	N/A	N/A	N/A	20	40	60	80	
6. Contacts with Others	5	10	20	40	N/A	5	10	20	40	60	80	
7. Confidential Data	5	10	15	20	25	5	10	15	20	25	30	
JOB CONDITIONS												
8. Mental Attention or Visual Demand	5	10	15	20	25	5	10	15	20	25		
9. Working Conditions	5	10	15	20	25	5	10	15	20	25		
SUPERVISION												
10. Character of Supervision	5	10	N/A	N/A	N/A	5	10	20	40	60	80	
11. Scope of Supervision	5	10	20	N/A	N/A	5	10	20	40	60	80	

1. KNOWLEDGE - This factor measures the basic knowledge or "scholastic content" (however it may have been acquired) essential as background or training preliminary to learning the position. The evaluation is expressed in terms of formal educational equivalents for convenience purposes.

D	UNIT II (Clerical / Technical /Service): Description	P o i n t s	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Basic knowledge of arithmetic, spelling, English, and grammar. Accuracy in checking, posting, proofreading and counting. Simple use of calculators, typewriters, copy machines, telephone system, FAX machine, and such office machines and equipment requiring a basic skills knowledge. Adaptable to clerical routines. Equivalent to high school education.	15		n/a
2	D 02 - Knowledge of administrative secretarial practices, accounting, or a variety of office, laboratory or test procedures; operation of office equipment such as personal computer and computer software, electronic drafting or plotting equipment, data processing equipment, or word processors requiring some advanced skills knowledge. Equivalent to high school plus additional specialized training; OR Use of mathematics together with the use of drawings, specifications, charts, tables; various types of precision measuring instruments, NC equipment and personal computer to input data involving advanced skills knowledge. Equivalent to 1 to 3 years applied training in a particular or specialized occupation.	30	D 02 - Knowledge of a variety of office, quality, customer service, warehouse, distribution, service, stockroom, manufacturing, or assembly procedures. Equivalent to high school plus additional specialized training.	30
3	D 03 - Thorough knowledge of a specialized or technical field such as cost or general accounting, drafting, CAD design, statistics, paralegal, industrial arts, programming, registered nursing, dental, medical, computer science, electronic, mechanical, electrical, civil, or chemical technology involving a thorough skills knowledge plus the application of basic theory. Equivalent to high school plus additional broad specialized training equal to 2 years of college: OR Use of advanced mathematics, together with the use of complicated drawings, specifications, charts, tables, handbook formulas; all varieties of precision measuring instruments, CNC equipment, multi-machine work stations, personal computer and computer software applications involving a thorough skills knowledge plus the application of basic theory. Equivalent to complete accredited apprenticeship in a recognized trade, craft, or occupation; or equivalent to a 2-year technical college education.	45	D 03 - Thorough knowledge of a specialized or technical field such as cost or general accounting, drafting, CAD design, statistics, paralegal, industrial arts, programming, registered nursing, dental, medical, computer science, electronic, mechanical, electrical, civil or chemical technology involving a thorough skills knowledge plus the application of basic theory. Equivalent to high school plus additional broad specialized training equal to 2 years of college; OR Use of advanced mathematics, together with the use of complicated drawings, specifications, charts, tables, handbook formulas; all varieties of precision measuring instruments, CNC equipment, multi-machine work stations, personal computer and computer software applications involving a thorough skills knowledge plus the application of basic theory. Equivalent to complete accredited apprenticeship in a recognized trade, craft, or occupation; or equivalent to a 2-year technical college education.	45
4	D 04 - Broad knowledge of a discipline such as chemical, electrical, electronic, civil or mechanical engineering, behavioral science, finance or business administration involving the use of a broad theoretical knowledge equivalent to a complete 4-year college or university education.	60	D 04 - Broad knowledge of a discipline such as chemical, electrical, electronic, civil or mechanical engineering, behavioral science, finance or business administration involving the use of a broad theoretical knowledge equivalent to a complete 4-year college or university education.	60
5		n/ a	D 05 - Broad knowledge of an advanced and technically or professionally specialized discipline or other studies not available in undergraduate schools involving an advanced theoretical knowledge within a specialized field. Equivalent to a Master's degree.	75
6			D 06 - Comprehensive knowledge of an advanced and highly specialized discipline, requiring independent research and creative work involving a highly advanced theoretical knowledge within a specialized field. Equivalent to a Doctoral degree.	100

2. EXPERIENCE - This factor measures the minimum length of time usually or typically required to attain quality and quantity performance standards under normal supervision. Do not include any knowledge considerations that have been evaluated under the Knowledge factor or any additional time after competency is reached. Experience is of two kinds:

1. Previous qualifying experience on related work including lesser positions either within the organization or on the outside.
2. The "break-in time" or period of adjustment or adaptation on the specific position itself. Both time periods must be added together to properly reflect the evaluation.

DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 Up to and including 3 months.	20	D 01 Not applicable.	n/a
2	D 02 Over 3 months up to and including 12 months.	40	D 02 Not applicable.	n/a
3	D 03 Over 1 year up to and including 3 years.	60	D 03 Over 1 year up to and including 3 years.	60
4	D 04 Over 3 years up to and including 5 years.	80	D 04 Over 3 years up to and including 5 years.	80
5	D 05 Over 5 years up to and including 7 years.	100	D 05 Over 5 years up to and including 7 years.	100
6			D 06 Over 7 years up to and including 10 years.	125

DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
	3. COMPLEXITY OF DUTIES - This factor measures the complexity of the duties including the degree of independent action, the extent to which the duties are circumscribed by standard practice, the exercise of judgment and the types of decisions, the amount of resourcefulness and planning required.	P	3. COMPLEXITY OF DUTIES - This factor measures the complexity of the duties including the degree of independent action, the extent to which the duties are circumscribed by standard practice, the exercise of judgment and the types of decisions, the amount of resourcefulness and planning required, the creative effort in devising new methods, policies, procedures or products, scientific discoveries and original applications.	P
1	D 01 / Basic and highly repetitive duties, requiring use of definite procedures, and little individual judgment where work involves little or no choice as to the method of performance.	15	D 01 / Not applicable.	n/a
2	D 02 / Routine duties involving use of various procedures and application to clearly prescribed standard practices which require the making of minor decisions and use of some judgment as to the method of performance.	30	D 02 / Not applicable.	n/a
3	D 03 / Diversified duties involving an intensive knowledge of a specialty field, and the use of a wide range of procedures. Requires the use of judgment in the analysis of facts and circumstances surrounding individual problems and transactions and in the determination of actions to be taken within the limits of standard or accepted practice.	45	D 03 / Diversified duties involving an intensive knowledge of a specialty field, and the use of a wide range of procedures. Requires the use of judgment in the analysis of facts and circumstances surrounding individual problems and transactions and in the determination of actions to be taken within the limits of standard or accepted practice.	45
4	D 04 / A wide variety of duties requiring a general knowledge of related organization policies and procedures and their application to cases not previously covered. Duties require considerable judgment to work independently toward general results, to devise new or modify and adapt existing methods, techniques and procedures to meet new or unusual requirements and to make related decisions controlled by precedent and within limits of established policies.	60	D 04 / A wide variety of duties requiring a general knowledge of related organization policies and procedures and their application to cases not previously covered. Duties require considerable judgment to work independently toward general results, to devise new or modify and adapt existing methods, techniques and procedures to meet new or unusual requirements and to make related decisions controlled by precedent and within limits of established policies.	60
5		n/a	D 05 / Difficult work on highly technical or involved projects, presenting new or constantly changing problems. Duties require broad conceptual judgment, initiative and ability to deal with complex factors and ideas not easily evaluated and to make decisions based on conclusions for which there is little precedent.	75
6			D 06 / Participate in formulating and carrying out organizational policies, objectives and programs for a major division or function; OR Performs highly creative work on abstract research problems requiring a high degree of perception in the area of pure science, thereby originating new concepts in products and processes heretofore unknown or only surmised.	100

4. SUPERVISION RECEIVED - This factor measures the degree to which the immediate supervisor outlines the methods and/or procedures to be followed or the results to be obtained, checks the progress of work or handles exceptional cases. Consider the proximity, extent and closeness of supervision in evaluating this factor.				
DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 / Under immediate supervision, performs specifically assigned tasks only as instructed, subject to regular check of performance, as necessary.	5	D 01 - Not applicable.	n/a
2	D 02 / Under general supervision, proceeds alone on regular duties, referring questionable cases to supervisor or others.	10	D 02 - Not applicable.	n/a
3	D 03 / Under direction where definite objectives are established; plans and arranges a significant portion of own work, referring only unusual cases to supervisor or others.	20	D 03 - Under direction where definite objectives are established; plans and arranges a significant portion of own work, referring only unusual cases to supervisor or others.	20
4	D 04 / Under general direction, works from policies and general objectives with little functional guidance. Rarely refers specific cases to supervisor unless clarification or interpretation of organization policies is involved.	40	D 04 - Under general direction, works from policies and general objectives with little functional guidance. Rarely refers specific cases to supervisor unless clarification or interpretation of organization policies is involved.	40
5		n/a	D 05 - Under administrative direction. Establishes own standards of performance within overall policy or budgetary limits with direct accountability for final results; OR Requires an independent approach to highly creative work involving basic research in scientific areas with the expectation to recognize and evaluate phenomena encountered without direction as to general areas of original exploration.	60
6			D 06 - Under direction and usually a member of the Executive Committee. Determines own standards of performance within the scope of responsibility and accountable to the chief executive only.	80

5. ERRORS AND QUALITY OF WORK - This factor measures the responsibility for errors and for providing quality work. Consider the probable effect of errors and poor quality based on the degree to which the work is verified or checked, either in succeeding operations, by the procedures themselves or by supervision. Consider the probable loss such as, damage to equipment, labor and material costs for correction, customer or goodwill loss resulting from any single occurrence.				
DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Probable errors or quality problems easily and quickly detected usually by incumbent and would result only in minor confusion or clerical expense for correction.	5	D 01 - Not applicable.	n/a
2	D 02 - Probable errors or quality of work problems usually detected in succeeding operations and generally confined to a single department or phase of organization activities. Most of the work is verified or checked. Corrections may involve back-checking by others.	10	D 02 - Not applicable.	n/a
3	D 03 - Probable errors or impact on quality of work may be serious involving losses such as improper costs, failure to take discounts, incorrect charges, overpayments, delays of processes, services and operations, loss or holding up production, waste of material, inadequate delivery of services, loss of departmental or supervisor's credibility or damage to equipment. Loss is usually a one time occurrence with limited lasting impact. Effect usually confined within the organization. Most of the work not directly verified or checked.	20	D 03 - Probable errors or impact on quality of work may be serious involving losses such as improper costs, failure to take discounts, incorrect charges, overpayments, delays of processes, services and operations, loss or holding up production, waste of material, inadequate delivery of services, loss of departmental or supervisor's credibility or damage to equipment. Loss is usually a one time occurrence with limited lasting impact. Effect usually confined within the organization. Most of the work not directly verified or checked.	20
4	D 04 - Probable errors or impact on quality of work would be difficult to detect such as the improper or inadequate design of a product or service, recommendation of unsuitable equipment, people, processes, methods, plans, programs or facilities resulting in excessive costs, or inadequate production over an extended period. May have adverse effect on outside relationships, such as customer, client or community. Work not subject to audit or check; work involves considerable accuracy and responsibility.	40	D 04 - Probable errors or impact on quality of work would be difficult to detect such as the improper or inadequate design of a product or service, recommendation of unsuitable equipment, people, processes, methods, plans, programs or facilities resulting in excessive costs or inadequate production over an extended period. May have adverse effect on outside relationships, such as customer, client or community. Work not subject to audit or check; work involves considerable accuracy and responsibility.	40
5		n/a	D 05 - Probable errors or impact on quality may involve major expenditures for equipment, organizational effort, material or products or loss of customer accounts. Duties may involve the effective recommendation or organizational policies and/or preparation and presentation of data on which top management bases important decisions.	60
6			D 06 - Probable errors or impact on quality resulting from strategic planning, or the commitment or organization assets could have a continuing adverse influence on future operations and growth of the organization.	80

6. CONTACTS WITH OTHERS - This factor measures the responsibility for meeting, dealing with or influencing other persons. Consider how the contacts are made, how often, whether contacts involve furnishing or obtaining information only or whether they involve the influencing of others.				
DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Little or no contacts with others, except with own supervisor.	5	D 01 - Little or no contacts with others, except with own supervisor.	5
2	D 02 - Contacts with other persons within the department on routine matters or occasional contacts with other departments, or outside the organization furnishing or obtaining factual data requiring only ordinary courtesy and tact.	10	D 02 - Contacts with other persons within the department on routine matters or occasional contacts with other departments, or outside the organization furnishing or obtaining factual data requiring only ordinary courtesy and tact.	10
3	D 03 - Regular contacts with subordinates, other departments, furnishing or obtaining information or reports, discussing controversial subjects and/or supervisory matters, requiring tact to avoid friction and obtain cooperation; contacts outside the organization where improper handling may affect results but where the primary responsibility rests with the next higher level.	20	D 03 - Regular contacts with subordinates, other departments, furnishing or obtaining information or reports, discussing controversial subjects and/or supervisory matters, requiring tact to avoid friction and obtain cooperation; contacts outside the organization where improper handling may affect results but where the primary responsibility rests with the next higher level.	20
4	D 04 - Outside and/or inside contacts involving carrying out organization policy and programs and influencing others where improper handling will have a marked effect on operating results; or contacts involving dealing with persons of substantially higher rank on matters requiring explanation, discussion, persuasion and obtaining approvals. Considerable tact required in most duties or tasks performed to achieve results.	40	D 04 - Outside and/or inside contacts involving carrying out organization policy and programs and influencing others where improper handling will have a marked effect on operating results; or contacts involving dealing with persons of substantially higher rank on matters requiring explanation, discussion, persuasion and obtaining approvals. Considerable tact required in most duties or tasks performed to achieve results.	40
5		n/a	D 05 - Outside and inside contacts requiring a high degree of diplomacy and the ability to deal with and influence persons in all types of positions.	60
6			D 06 - Outside and inside contacts frequently involving difficult negotiations which require a well developed sense of strategy and timing.	80

7. CONFIDENTIAL DATA - This factor measures the integrity and discretion required in safeguarding confidential data handled or obtained in the normal performance of assigned duties. Consider the nature of the data handled, the degree to which the full import of the data is apparent in the duties performed and whether disclosure would affect internal, external, community or competitive relationships.

DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Little or no confidential data involved.	5	D 01 - Little or no confidential data involved.	5
2	D 02 - Works with confidential data where the effect of any disclosure would probably be negligible or where the full import is not apparent in the routines performed.	10	D 02 - Works with confidential data where the effect of any disclosure would probably be negligible or where the full import is not apparent in the routines performed.	10
3	D 03 - Works with confidential data such as process, service and product costs, personnel records, credit ratings, individual wage and salary rates, or schedules which, if disclosed, might have significant internal effect or minor external effect.	15	D 03 - Works with confidential data such as process, service and product costs, personnel records, credit ratings, individual wage and salary rates, or schedules which, if disclosed, might have significant internal effect or minor external effect.	15
4	D 04 - Works with confidential data of major importance such as plans for organization restructuring, development or research projects, new service or product introduction, patent applications, proprietary business information, legal matters or profit margins which, if disclosed to outside contacts, may be detrimental to the organization's interests.	20	D 04 - Works with confidential data of major importance such as plans for organization restructuring, development or research projects, new service or product introduction, patent applications, proprietary business information, legal matters or profit margins which, if disclosed to outside contacts, may be detrimental to the organization's interests.	20
5	D 05 - Full and complete access to important and extremely sensitive reports, records, plans, strategies and programs of the organization, where utmost integrity is required to safeguard the organization's competitive position.	25	D 05 - Full and complete access to important and extremely sensitive reports, records, plans, strategies and programs of the organization, where utmost integrity is required to safeguard the organization's competitive position.	25
6			D 06 - In possession of all confidential data relative to the present and future operations of the organization.	30

8. MENTAL ATTENTION OR VISUAL DEMAND - This factor measures the degree of mental and visual attention involved in the performance of the normal duties and the requirements for coordination of manual dexterity with such mental and visual attention. Consider the nature of the work and the fatigue resulting in the efforts involved. This factor should not be used to measure the qualitative or quantitative requirements of the position for "headwork."		
DEGREE	UNIT II (Clerical / Technical /Service): Description UNIT III (Supervisory / Professional / Sales and Administrative): Description	P
1	D 01 - Flow of work and character of duties is intermittent and only requires attention at intervals.	5
2	D 02 - Flow of work and character of duties involve normal mental and visual attention much or all of the time.	10
3	D 03 - Flow of work and character of duties involve normal mental and visual attention along with manual coordination; or part-time normal and part-time concentrated attention and coordination.	15
4	D 04 - Must concentrate mental and visual attention closely on work, coordinating manual dexterity with mental and visual attention for sustained periods.	20
5	D 05 - High degree of concentration where the volume and character of work require unusual coordination of mind and eye.	25

When evaluating positions in which Physical Demand is involved, consideration should be given under this factor. The expending of effort involves lifting or moving, or equivalent pulling, pushing, carrying, shoveling or stretching.

Manual Effort Applied - % of Time	Time Effort Applied
❖ Negligible - Up to 1lb.	❖ Rare -Up to 15%
❖ Very Light - Over 1 and up to 5lbs.	❖ Occasional Over 15% and up to 40%
❖ Light Over - 5 and up to 25lbs.	❖ Frequent - Over 40% and up to 70%
❖ Average - Over 25 and up to 60lbs.	❖ Continuous - Over 70%
❖ Heavy - Over 60lbs.	

	Rare	Occasional	Frequent	Continuous
Negligible				1
Very Light			1	2
Light		1	2	3
Average	1	2	3	4
Heavy	2	3	4	5

ADD One degree for moderate physical effort consisting of:	ADD Two degrees for considerable physical effort consisting of:
a. continuously lifting or moving light weight material, or b. continuously lifting or moving very light weight material in difficult positions, or c. frequently lifting or moving average weight materials, or d. frequently lifting or moving light weight material in difficult work positions, or e. occasionally lifting or moving heavy weight material, or f. occasionally lifting or moving average weight material in difficult work positions, or g. rely lifting or moving heavy weight material in difficult work positions.	a. continuously lifting or moving average weight material, or b. continuously lifting or moving light weight material in difficult work positions, or c. frequently lifting or moving heavy weight material, or d. frequently lifting or moving average weight material in difficult work positions, or e. occasionally lifting or moving heavy weight material in difficult work positions.

9. WORKING CONDITIONS - This factor measures the surroundings or physical conditions under which the work must be done and the extent to which they make the positions disagreeable. It will have little application except on sales, outside service, factory supervisory or other positions where duties are performed other than in the office.*		
DEGREE	UNIT II (Clerical / Technical /Service): Description UNIT III (Supervisory / Professional / Sales and Administrative): Description	P
1	D 01 - Usual office working conditions.	5
2	D 02 - Good working conditions. Occasional exposure to elements such as odor, noise, dust, heat, cold or chemicals. Some element present which makes conditions less desirable than usually found in an office.	10
3	D 03 - Somewhat undesirable working conditions. Exposed to odor, noise, dust, heat, cold, chemicals and other elements with no element continuously present to the extent of being disagreeable.	15
4	D 04 - Undesirable working conditions. Exposed to odor, noise, dust, heat, cold, chemicals and other elements with one continuously present to the extent of being disagreeable.	20
5	D 05 - Extremely undesirable working conditions. Exposed to odor, noise, dust, heat, cold, chemicals and other elements with two or more continuously present to the extent of being disagreeable.	25
Add one degree for Clean Room environment.		

ADDENDUM TO WORKING CONDITIONS - Positions involving hazards, or requiring travel away from home for extended periods should be evaluated under this factor.

Evaluate the Working Conditions involved according to the factor criteria then: ADD

- ✓ One degree for injuries which, should they occur, would result in loss of time due to severe fractures, loss of fingers or toes, eye injuries, serious burns; some exposure to health hazards, not incapacitating in nature.
- ✓ Two degrees for injuries which, should they occur, would result in partial incapacitation, due to loss of arm, leg or eye, or a severe health hazard.
- ✓ Three degrees for injuries which, should they occur, would result in total disability or death. ADD
- ✓ One degree for traveling so as to be home only over weekends. / Two degrees for traveling so as to be home only infrequently

EVALUATING SUPERVISORY POSITIONS - The following factors would be used only when evaluating positions where supervisory duties are involved. There are three variables which differentiate supervisory positions (aside from Knowledge and Experience):

1. The complexity of the supervisory duties. (Factor #4)
2. The character of the supervisory duties.
3. The number of persons supervised.

The character of supervision can range from assigning work to others performing similar duties upwards through all levels of supervision to the highest position in the organization. This variable should be measured and evaluated under Factor #10-Character of Supervision.

The "size" of the supervisory position is determined by the number of people supervised, either directly or indirectly through subordinate supervision. The number is determined on the basis of full time work equivalency. If all other factors are equal, and the same occupations are involved, then the task of supervising fifty people is more difficult than that of supervising twenty. This variable should be measured and evaluated under Factor #11-Scope of Supervision.

10. CHARACTER OF SUPERVISION - This factor measures the degree or kind of supervisory responsibility involved. Consider what place the position would occupy on an organization chart and the degree to which accountability for results goes with the position, measured in terms of responsibility for costs, methods or personnel.

DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Part-time immediate supervision of, or direction of one or more employees, performing the same or directly related work most of the time as those supervised. No responsibility for costs, methods or personnel.	5	D 01 - Part-time immediate supervision of, or direction of one or more employees, performing the same or directly related work most of the time as those supervised. No responsibility for costs, methods or personnel.	5
2	D 02 - Immediate supervision over a unit, section or department where the majority of time is spent assigning, reviewing, checking work, eliminating ordinary difficulties; where procedures are standardized; but where accountability for results rests with the next higher level of supervision.	10	D 02 - Immediate supervision over a unit, section or department where the majority of time is spent assigning, reviewing, checking work, eliminating ordinary difficulties; where procedures are standardized; or act as understudy to a position evaluated higher on this factor, though no supervision is involved most of the time.	10
3		n/a	D 03 - Direct supervision of a department, section, unit or group involving responsibility for results in terms of cost, methods and personnel.	20
4		n/a	D 04 - General supervision of a department consisting of two or more units doing similar activities involving responsibility for results in terms of costs, methods and personnel.	40
5		n/a	D 05 - Directs and coordinates the operation of two or more departments doing dissimilar activities, through subordinate supervisors who, in turn, are responsible for supervision over individual departments. Sets up standards of performance, checks progress, sees that organization policies are carried out.	60
6			D 06 - Directs and coordinates the operation of a major function or division. Organizes work, sets up standards of performance, formulates and interprets related policy.	80

11. SCOPE OF SUPERVISION - This factor measures the "size" of the supervisory responsibility expressed in terms of number of persons generally or normally supervised. Persons counted are on a full time equivalency basis. Do not discount part-time or secondary responsibility.				
DEGREE	UNIT II (Clerical / Technical /Service): Description	Points	UNIT III (Supervisory / Professional / Sales and Administrative): Description	Points
1	D 01 - Responsible for supervising 1 to 2 people.	5	D 01 - Responsible for supervising 1 to 2 people.	5
2	D 02 - Responsible for supervising more than 2 and seldom over 10 people.	10	D 02 - Responsible for supervising more than 2 and seldom over 10 people.	10
3	D 03 - Responsible for supervising more than 10 and seldom over 25 people.	20	D 03 - Responsible for supervising more than 10 and seldom over 25 people.	20
4		n/a	D 04 - Responsible for supervising more than 25 and seldom over 50 people.	40
5		n/a	D 05 - Responsible for supervising more than 50 and seldom over 100 people.	60
6			D 06 - Responsible for supervising more than 100 and seldom over 500 people.	80

ADDENDUM TO SUPERVISORY FACTORS

To properly evaluate the supervisory factors involved in a wide range of positions, and to maintain the correct interrelationships between positions within the same organization and with similar positions in larger or smaller organizations, certain specific rules must be applied.

- **ADVISORY STAFF RELATIONSHIP:** There is also consideration given in terms of advisory staff credit to department function heads where the incumbent is responsible for having certain major policies and/or programs carried out by other departments although having no line authority over these areas.

FOR CHARACTER OF SUPERVISION: If **ADVISORY STAFF RELATIONSHIP** exists:

- (A) Add one degree to the rating assigned for departmental line supervisory responsibility or,
- (B) If no line authority exists, move up two degrees on CHARACTER OF SUPERVISION for staff relationship alone.
- (A) or (B) only apply if the COMPLEXITY OF DUTIES FACTOR is a fourth degree or higher AND where CHARACTER OF SUPERVISION is lower than the third degree. In no case shall rating exceed the third degree.

FOR SCOPE OF SUPERVISION: If **ADVISORY STAFF RELATIONSHIP** exists:

- (A) Add one degree to the rating assigned for departmental line supervisory responsibility or,
- (B) If no line authority exists, move up two degrees on SCOPE OF SUPERVISION for staff relationship alone.
- If ADVISORY STAFF credit has been given, in no case will the degree be higher than third degree.

As an additional consideration: positions where staff relationships credit is justified will probably have a fourth degree "Contacts with Others" as a minimum.

Note: "Assistant ..." is a line job. "Assistant to ..." is a staff job.

Unit II (Positions usually determined to be Non-exempt under the terms of the Fair Labor Standards Act)

- Clerical
- Technical
- Service

Score Range	Grades	Score Range	Grades
100 and under	1	221-250	6
101-130	2	251-280	7
131-160	3	281-310	8
161-190	4	311-340	9
191-220	5	341-370	10

Unit III (Positions usually determined to be Exempt under the terms of the Fair Labor Standards Act)

- Supervisory
- Professional
- Sales and Administrative Positions

Score Range	Grades	Score Range	Grades
251-280	7	431-460	13
281-310	8	461-490	14
311-340	9	491-520	15
341-370	10	521-550	16
371-400	11	551-580	17
401-430	12	581-610	18