QUANTITATIVE EVALUATION SYSTEM II

MANUAL OF PROCEDURES FOR ADMINISTERING THE SYSTEM

MONTGOMERY COUNTY GOVERNMENT

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TABLE OF CONTENTS

Page

I. Introduction....1

A. Coverage....4

B. Authority....5

C. Responsibility....5

II. Classification Process....5

III. Procedures for Evaluation of Occupational Classes....9

A. Obtaining Proper Documentation of Factor Data....9

B. Determining Primary and Substantial Duty....9

C. Assigning Factor Levels....10

D. Determining Frequency....11

E. Evaluating Supervisory Responsibilities....12

F. Assigning Point Values....14

G. Point-to-Grade Conversion Table....15

IV. QES II Factor Definitions....16

I. Introduction

This is the manual for Montgomery County Government's Quantitative Evaluation System II (QES II). It consists of procedures for administering the system, factor level definitions, guides, applications, factor points, and point-to-grade conversion table. The manual is intended to serve as an operational guide for Personnel Office staff, and for others who may require or desire a detailed understanding of the system and how it is applied.

The Montgomery County Government QES II is a quantitative, point-factor job evaluation system for determining the grade of occupational classes. The system contains ten factors; nine factors are common to all jobs and one is used to measure supervisory responsibilities. Each factor is divided into levels which define the various degrees of the factor. Points are assigned to each level, which increase in value for successively higher levels of the factor. Classes are evaluated by determining the level of each factor appropriate to the class, recording the corresponding point value, and adding all points to arrive at a total point value for the class. The total point value is converted to a grade in a salary schedule by referring to a "point-to-grade conversion table."

The County Government's original QES was developed in 1980 by Hallcrest-Craver, Incorporated. In 1986, in response to pay equity concerns, the consulting firm of Hubbard & Revo-Cohen, Incorporated, was hired by the County to conduct a diagnostic study of QES and recommended revisions and improvements to the system. As a result of the diagnostic study, the County Executive directed in May, 1986, that a Senior Management Job Evaluation Task

Force and an Employee Job Evaluation Task Force review the consultants' recommendations and make appropriate modifications to QES; some additional modifications were later suggested by the consultants. As a result, QES was revised to incorporate these recommendations and was approved by the Chief Administrative Officer for application by a consultant to the County's occupational classes. After completion of this effort, further revisions to the system were made at the recommendation of the consultant.

Principal modifications to the original QES include the following:

- A new job evaluation factor - Public Service/Assistance - has been added to recognize and credit direct "hands-on" care or assistance to members of the public, who may be called "clients." The Contacts factor was then revised to distinguish the differences between these two factors and ensure against double-crediting. (Specifically, credit for interactions with others which are of a similar nature, purpose and level may only be credited under one factor - either Contacts or Public Service/Assistance).

- Revision to the Working Conditions (Working Environment and Hazards) and Physical Demands factors to provide varying credit for occasional occurrence of the factor (greater than 25% of the time but less than 50% of the time) and recurring occurrence of the factor (50% or more of the time);

- Revision to language of Working Conditions (Working Environment and Hazards) and Physical Demands factors to recognize previously unspecified job characteristics of female-dominated classes. For example:

Working Environment includes reference to exposure to human/animal waste or bodily fluids and the requirement to respond to life-threatening emergencies;

Hazards includes reference to abusive, aggressive and unpredictable behavior from clients or the public and exposure to contagious disease;

Physical Demands credits physical dexterity, including fine-finger movement required in production-oriented operation of keyboard devices.

- Revision to the Supervision Exercised factor to credit supervision of two or more regularly scheduled full-time workers or the equivalent.

QES II is designed to meet the needs of Montgomery County Government for a single, bias-free job evaluation system which can be applied to all of the County Government's merit system occupational classes. The following features have been embodied into QES II to help achieve this objective:

- QES II is designed to be applied to the full range of traditional occupations found in public sector organizations such as Montgomery County Government.

- Job evaluation factors and definitions have been carefully designed to eliminate, to the extent possible, ambiguity and bias by using clear language and terms indicating what the factors are intended to

measure. As a further aid, each factor level definition is accompanied by guide and application statements which explain or illustrate how the factor is to be applied.

Job evaluation is not an exact science. QES II is an evaluation tool which provides a systematic guide to judgment, but it is no substitute for thorough job knowledge and job analysis by trained evaluators who have both good job documentation and knowledge of a wide variety of occupational groups. To the extent that the system produces results which are accepted as reasonable and sound, the system may be said to be valid. To the extent that the system produces consistent results in the hands of different evaluators who are trained job analysts, at different times, it will be reliable. This manual provides instructions and guides to help ensure that these objectives will be achieved.

A. COVERAGE

QES is applied to merit system classes in the Montgomery County Government which are subject to the classification authority of the Chief Administrative Officer. Some classes or individual positions may be exempt from coverage in accordance with provisions of the County Charter, Merit System Law and Personnel Regulations, or collective bargaining agreements.

B. AUTHORITY

The adoption and implementation of QES is authorized by Section 7-3(e) Job Evaluation System, of the Personnel Regulations.

C. RESPONSIBILITY

Responsibility for administering QES II has been delegated to the Personnel Director.

II. CLASSIFICATION PROCESS

The classification process consists of the following two separate activities:

- The evaluation of occupational classes and their assignment to pay grades on a salary schedule, which is accomplished through application of the quantitative job evaluation system as part of the maintenance review process or when a new occupational class is established; and

- The assignment or classification of individual positions to occupational classes, including new positions, which is accomplished through individual position classification studies and reference to class specifications. QES II was not designed for and is not used for individual position evaluations.

The following classification terms should be understood and properly applied:

Position: A position is a set of duties and responsibilities assigned or delegated by management to be performed by one individual.

Occupational Class: A class is one or more positions which are similar with respect to the nature and level of duties and responsibilities. Wherever possible, the classification plan attempts to define broad "generic" classes, to facilitate recruitment and employee mobility.

Occupational Series: A series consists of two or more classes similar as to type of work performed, but differing as to level of difficulty and responsibility. The different levels within an occupational series constitute the normal lines of promotion within an occupation, including proficiency levels, which are provided as learning and developmental classes leading to a full-performance level.

Grade: A grade designates a salary range on a County Government salary schedule which applies to classes of positions. Although different with respect to kinds of work, classes assigned to the same grade are considered equivalent in value as determined by their evaluations under QES II.

Job Analysis: Job analysis is the systematic study of a position or class. When applied to position classification, job analysis is concerned with a position's duties and responsibilities, reporting relationships, skill requirements, working conditions, and other elements that govern its allocation to a particular class. It involves the collection and comparative analysis of facts about positions to identify their principal characteristics. When these meet existing classification

standards (class specifications), positions are allocated to established classes in the organization's classification plan, taking the titles and salary grades established for other positions in the same classes. When a position does not fit an established class, a new class is created; new classes must be evaluated using QES II to determine their salary grades.

When applied to the process of evaluation of an occupational class, job analysis is concerned with comparing the work of a class to the criteria established for determining the relative value of classes. It involves the application of defined evaluation factors to discrete elements or aspects of the work. The factor levels that match most closely are assigned to the class and the individual factor levels totaled to obtain a total point score for the class. This score provides an objective measure of the value of each class which can then be converted to a salary grade using an approved point-to-grade conversion table.

Class Specification: Class specifications are written statements describing the duties, responsibilities, and qualification requirements of a class of positions. They establish a single title to be used for all positions in the class, define the principal characteristics of the work, provide examples of duties, list the knowledges, skills and abilities required to perform the work, and state the minimum qualifications for initial appointment or promotion to positions in the class.

QES II is designed to evaluate the skill, effort, responsibility and working conditions of occupational classes and results in the assignment of those classes to grades on the salary schedule. The ten factors of QES II are the following:

1. Knowledge Required
2. Supervisory Controls
3. Guidelines
4. Complexity
5. Scope and Effect
6. Contacts
7. Public Service/Assistance
8. Working Conditions
   A. Working Environment
   B. Hazards
9. Physical Demands
10. Supervision Exercised
    A. Nature of Work Direction
    B. Personnel Authority
    C. Number Supervised

Definitions describing the various levels for each of the factors follow later in this manual. Accompanying the factor level definitions is guide material describing the intent of each factor definition and examples of specific applications to different kinds of work.

III. PROCEDURES FOR EVALUATION OF OCCUPATIONAL CLASSES

A. OBTAINING PROPER DOCUMENTATION OF FACTOR DATA

Current and accurate data on each of the job evaluation factors must be obtained before a class can be evaluated. For most purposes, data can be in the form of a current class specification and/or other written documentation of the work performed. In addition, information obtained from audits and supervisory interviews, organization charts, functional statements, and other pertinent sources such as budget documents is consulted during the evaluation.

B. DETERMINING PRIMARY AND SUBSTANTIAL DUTY

The primary duty is defined as those tasks, duties and activities which together constitute an identifiable assignment that represents at least 50% of the work in a class. The primary duty is the normal basis for evaluation.

Substantial duty is defined as an assignment which comprises at least 25% of the work of a class. Such assignments may be considered as the basis for evaluation when such duties are paramount in influence and weight, are regularly assigned on a reasonably frequent basis, and are not of an emergency, incidental, or temporary nature.

C. ASSIGNING FACTOR LEVELS

As stated above, the primary and substantial duties of each occupational class are the basis for the QES II evaluation. Each of the factors is evaluated separately. When there is variation within a class with respect to duties, responsibilities, working conditions, or other requirements of the class, the factor level that best evaluates the work of the class is awarded.

A factor level awarded must be fully equivalent to the overall intent of the definition. The guide and application material that accompanies the factor level definitions aids in discerning the overall intent of that factor level and in distinguishing between factor levels. A factor must be present in a class on a regular and recurring basis in order to be credited; however, in unusual cases a factor level is an absolute and recurring requirement of the job which is documented in the class specification and/or is a bona fide occupational qualification for recruitment. In such cases the factor level award may be made regardless of the time spent in the activity.

D. DETERMINING FREQUENCY

Frequency of occurrence must be determined for the following factors:

Factor 8: Working Conditions

8a: Working Environment

8b: Hazards

Factor 9: Physical Demands

Frequency of occurrence refers to actual occurrence of the work characteristic or requirement and is determined as follows:

Regularly Recurring

The factor is present in the work at least 50 percent of the work time (based on an 8-hour work day, 40-hour work week). Regularly may mean hourly, daily, or weekly; it implies sustained action, or actions repeated at frequent intervals.

Occasionally

The factor is present in the work at least 25 percent but less than 50 percent of the work time (based on an 8-hour work day, 40-hour work week). It may occur periodically such as monthly, quarterly, or annually, or at irregular intervals. Note, however, that in unusual cases, if the factor is an absolute and recurring requirement of the job which is documented in the class specification, and/or is a bona fide occupational qualification for recruitment, "occasional" credit may be given regardless of the time spent.

The letters "R" and "O' are used to designate the respective point values for Regularly Recurring and Occasionally.

E. EVALUATING SUPERVISORY RESPONSIBILITIES

The Supervision Exercised factor is designed to avoid overlap with other factors, particularly Guidelines, Complexity, and Scope and Effect. Consequently, the definitions must be interpreted carefully to ensure that only the defined aspects of supervision are evaluated. Credit for policies and procedures, complexity of work, and its scope and effect, are recognized under other factors.

The Supervision Exercised factor is divided into three subfactors: Nature of Work Direction, Personnel Authority, and Number Supervised. This factor is applied to classes the majority of whose positions have supervisory responsibility for 2 or more regularly scheduled full-time workers or the equivalent.

1. Regularly Assigned Duties

Positions in a supervisory class must regularly be assigned supervisory responsibilities on a continuing basis, as distinct from project leaders who head temporary groups formed to perform a specific assignment of limited duration.

2. "People" Supervision Distinguished from Functional Supervision

The Supervision Exercised factor may only be applied to classes which directly supervise the work of other regularly assigned workers. Classes of positions which have responsibility for the

proper operation of a process, procedure, system, or function or for work of contractors are considered to have functional supervision. Functional supervision is carried out through such activities as designing, monitoring, and reviewing, rather than directly supervising the performance of work. This type of supervision is recognized under the factors of Complexity and Scope and Effect, and does not constitute supervision of employees.

3. Crediting Supervision Exercised for Deputies and Full Assistants

Deputies to department heads and full assistants to program managers who share in supervising the entire work effort of the organization receive supervisory credit as follows:

(1) Deputies to department heads receive level four of Work Direction.

(2) Deputies and full assistants receive level three of Personnel Authority. Level four of this subfactor is reserved for department or agency heads, who have final authority and responsibility for personnel actions affecting their employees.

F. ASSIGNING POINT VALUES

Only the specific point values provided for each factor level may be used. Partial values, such as one-third, one-half, etc., may not be

used in an attempt to give partial credit for a factor. The factor must be "fully equivalent" to the overall intent of the factor definition; this precludes the award of partial credit and thus the use of any partial point values.

G. POINT-TO-GRADE CONVERSION TABLE

The following table is used to convert total evaluation points for a class into County pay grades.

Point-to-Grade Conversion Table

Grade	Points
5	0 - 920
6	921 - 961
7	962 - 1003
8	1004 - 1047
9	1048 - 1093
10	1094 - 1141
11	1142 - 1191
12	1192 - 1244
13	1245 - 1298
14	1299 - 1355
15	1356 - 1415
16	1416 - 1477
17	1478 - 1542
18	1543 - 1609
19	1610 - 1680
20	1681 - 1754
21	1755 - 1831
22	1832 - 1911
23	1912 - 1995
24	1996 - 2083
25	2084 - 2174
26	2175 - 2270
27	2271 - 2369
28	2370 - 2473
29	2474 - 2582
30	2583 - 2695
31	2696 - 2814
32	2815 - 2937
33	2938 - 3066
34	3067 - 3201
35	3202 - 3341
36	3342 - 3488
37	3489 - 3641
38	3642 - 3801
39	3802 - 3968

IV. Quantitative Evaluation System II Definitions

On the following pages are presented the Factor-Point Table and the detailed factor and level definitions for the Montgomery County Government's Quantitative Evaluation System II. Also presented are guides and illustrative applications for the different levels of each factor.

2272x

MONTGOMERY COUNTY GOVERNMENT
QUANTITATIVE EVALUATION SYSTEM FOR MERIT SYSTEM CLASSES

FACTOR 1: KNOWLEDGE REQUIRED

This factor measures the nature and extent of information or facts, or grasp of a field of work (e.g., steps, procedures, practices, rules, policies, theories, principles, and concepts) which a worker must possess to do acceptable work, and the nature and extent of the skills needed to apply those knowledges. Knowledge may be acquired through formal education, self-study, or experience. To be awarded a level under this factor, a knowledge must be required and applied.

Level	Points	Definition
1	255	Knowledge of simple, routine or repetitive tasks or operations which involve following step-by-step instructions. OR Basic skill to operate simple equipment or equipment that operates repetitively. OR Ability to perform simple manual tasks.

Guide

Intended to cover work that is repetitive and can be learned within a few hours or, days, and which thereafter can be performed without further detailed instructions. Applies to learner and trainee classes and to work which is simple and repetitive.

Application

Office and General Support Work

Sort, log, tally, or compare written materials or items: file materials alphabetically, numerically, or by date; do simple arithmetic, deliver materials.

Office Equipment Operation

Operate photocopiers, microfilm readers and printers, mimeograph machines; binding, folding, and collating machines.

Labor and Trades Work

Load and unload materials: clean buildings; use common hand tools.

FACTOR 1: KNOWLEDGE REQUIRED - continued

Level	Points	Definition
2	295	Knowledge of basic or commonly used rules, procedures, methods, or operations to perform limited, recurring assignments. OR Basic skill to operate equipment requiring finger dexterity and hand-eye coordination; or which requires adjustment for proper operation. OR Ability to perform manual operations requiring strength and/or agility.

Guide

Intended to cover work which consists of a series of related steps, tasks or procedures which typically comprise a part of a process, and which require training or prior experience.

Application

Office and General Support Work

Compile, proof, and check written materials or items; locate data and enter into forms and records; file materials by readily recognized subject matter; receive and route visitors to appropriate offices; calculate discounts and extensions; issue or sell standard stock items or merchandise; aid persons who need help in performing daily living activities.

Office Equipment Operation and Related Work

Operate typewriters and keyboard type data entry devices, telephone switchboards, high-speed copiers and duplicators, automatic mail processing equipment, card-to-tape converters, diazo type blueprint machines.

Labor and Trades Work

Store, locate, and retrieve materials in warehouse; service automotive equipment.

Level	Points	Definition
3	345	Knowledge of a body of standardized rules, procedures, methods, or operations which typically comprise a complete process to perform the full range of standard assignments and to resolve recurring problems. OR Practical knowledge of basic procedures in a technical field to perform limited, recurring assignments. OR Skill to set up, operate, and adjust equipment in performing standardized tests or operations. OR Knowledge of the basic methods and procedures of a trade or craft to perform routine assignments. OR Skill to operate motorized equipment in performing standard recurring assignments, or to operate and adjust machines and tools in performing standard operations. AND/OR Ability to lead others in the work.

Guide

Intended to cover work which consists of several steps, tasks or procedures which typically comprise a complete process, and which require prior experience or considerable learning time on the job.

Application

Office and General Support Work

Carry out varied office support services for a small to medium-sized subordinate unit; take and transcribe dictation, format complicated typed materials, proof and correct grammatical errors; locate information and incorporate into correspondence and reports, draft routine replies to correspondence; file materials requiring good knowledge of subject matter into systems with many subcategories and cross references; obtain and verify information to process

applications, invoices, warrants, or claims; calculate payrolls; post, balance and reconcile a group of standard accounts; calculate ratios and percentages.

Public Safety Work

Perform basic, entry-level deputy sheriff's and correctional work.

Office Equipment Operation and Related Work

Operate offset duplicating machines; operate small office computers or operate full-size computers as a trainee.

Technical Support Work

Prepare maps, plans, and drawings from detailed instructions.

Labor and Trades Work

Perform rough carpentry, routine maintenance painting, simple masonry, or minor automotive repairs; work as helper or apprentice in plumbing, electricity, pipefitting. Operate transit buses and trucks; operate power shop equipment.

Level	Points	Definition
4	415	Knowledge of an extensive body of rules, procedures, methods, or operations which typically comprise a complete system of procedures to perform a wide variety of interrelated, or nonstandard, assignments and to resolve a wide range of problems. OR Practical knowledge of standard procedures in a technical field to perform work requiring an understanding of the meaning of technical data or symbols, and/or to operate technical instruments. OR Knowledge of standard methods, procedures, and practices of a trade or craft to perform a variety of normally recurring assignments. OR

Skill to operate specialized motorized equipment requiring considerable training and experience; or to set up, operate, and adjust specialized machines and tools in performing varied operations.

AND/OR

Ability to supervise others in the work.

Guide

Intended to cover work which consists of processes which comprise a system of procedures, and which requires considerable prior experience or extended learning time on the job.

Application

Office and General Support Work

Carry out varied and extensive office support services for a large organizational unit; serve as reporter at hearings and legal proceedings; prepare routine reports and statements in maintaining a system of accounts; determine eligibility for assistance programs.

Public Safety Work

Performs advanced law enforcement and correctional work.

Office Equipment Operation and Related Work

Operate a full-size computer in processing a variety of programs.

Technical Support Work

Draft plans, maps and drawings and perform computations for engineering, architectural, or facilities planning purposes.

Labor and Trades Work

Perform skilled carpentry, masonry, and painting; major automotive repairs; maintenance plumbing, pipefitting and electrical work. Operate backhoes, front-end loaders, power shovels, graders, rollers, and similar specialized equipment in normal recurring assignments; operate heavy duty trucks or tractor-trailer combinations.

Level	Points	Definition
5	510	Knowledge of an administrative system (office, stores, personnel, etc.) to perform assignments requiring an understanding of the basic principles and concepts of the field and its methods and procedures; assignments are characterized by analysis of factual matters which are readily apparent and the application of systems of rules or procedures. OR Knowledge of a professional field (accounting, chemistry, nursing, architecture, etc.) to perform assignments of an introductory nature requiring an understanding of the basic principles and concepts of the profession; assignments are intended to introduce the worker to the policies, rules, procedures, methods, and techniques of the field. OR Practical knowledge of standard procedures in a technical field to carry out limited projects which involve use of specialized, complicated techniques. OR Knowledge of specialized trade or craft methods, procedures, and practices to perform assignments requiring an understanding of the electrical, electronic, hydraulic, or mechanical principles involved. AND/OR Ability to supervise others in the work.

Guide

Intended to cover work which requires knowledge of a subject matter field that is normally acquired through extended learning at a college or university, or of a similar body of knowledge of equivalent depth and character. Work typically requires the exercise of independent judgment through comparing and evaluating data or information, interpreting results, and taking action or making decisions after considering alternatives.

Application

Administrative Work

Organize, install and monitor office support services; perform beginning level work as a trainee in an administrative field.

Professional Work

Perform limited assignments, operations or procedures designed to provide practice in and understanding of the basic principles, concepts and methods of a professional field.

Technical Work

Design and draft entire plans and specifications for limited projects; construct, maintain, diagnose, and repair electronic equipment; collect and analyze data from tests, surveys, maps, plans, or other sources and draw conclusions.

Public Safety Work

Supervise police patrol and detention work.

Labor and Trades Work

Perform skilled plumbing, pipefitting, or electrical work in new construction or extensive renovation.

Level	Points	Definition
6	635	Knowledge of the principles, concepts, and methodology of a professional or administrative occupation to perform recurring assignments in accordance with standard principles, concepts, and practices of the occupation. OR Practical knowledge of a wide range of technical methods, principles, and practices comprising a narrow area of a professional field to perform such assignments as the design and planning of difficult but well-precedented projects.

OR

Knowledge of a wide range of maintenance operations methods, principles, and practices to perform work involving the planning and implementation of policies, procedures, and systems.

AND/OR

Ability to supervise others in the work.

Guide

Intended to cover work which requires knowledge as defined in Level 5, or work which requires completion of a postgraduate course of instruction leading to a Master's degree, and which typically consists of recurring assignments within a defined area of an administrative or professional field.

Application

Administrative Work

Write computer programs, prepare budgets for one or more units of a larger organization; carry out recurring purchasing assignments within an assigned commodity or product area.

Professional Work

Ensure the proper operation of part of an accounting system; provide community health services in an assigned area; design road or drainage improvements in accordance with established standards and specifications.

Technical Work

Supervise survey field parties; plan and coordinate telephone services.

Public Safety Work

Serve as watch commander of police patrol.

Labor and Trades Work

Supervise electrical or heating, ventilating and air conditioning repair work.

Level	Points	Definition
7	815	Knowledge of a wide range of concepts, principles, and practices of a professional or administrative occupation to perform a variety of difficult and complex work assignments. OR A comprehensive, intensive practical knowledge of a technical field to perform assignments involving the development of new methods, approaches, or procedures. OR Comprehensive knowledge of trades or craft methods, principles, and practices applicable to a wide variety of areas to perform work involving the development of new methods, approaches, or procedures. OR Ability to supervise others in the work.

Guide

Intended to cover work requiring full proficiency in a professional or administrative field, and which typically consists of varied assignments embracing unusual, nonstandard, and difficult matters within the field; or work requiring substantial knowledge of a variety of professional fields in order to develop policy recommendations.

Application

Administrative Work

Carry out extensive recruiting and selection for a variety of occupations including those in short supply; lead a group of systems analysts and programmers in developing new EDP systems; develop and guide issues through the legislative process.

Professional Work

Develop and present analyses and recommendations concerning a wide range of subjects in support of legislative process; serve as a nursing consultant in community health programs; design and/or supervise design of variety of engineering projects; provide full range of professional social services to clients; advise County officials on legal matters.

Public Safety Work

Directs police, fire, corrections, and sheriff's services in an assigned area.

Level	Points	Definition
8	1055	Mastery of a professional or administrative field or breadth of professional and program knowledge to: - Make decisions or recommendations significantly changing, interpreting, or developing important public policies or programs. OR - Apply experimental theories and new developments to problems not susceptible to treatment by accepted methods. OR Ability to supervise others in the work.

Guide

Intended to cover work requiring advanced knowledge and competency in a professional or administrative field or significant breadth of knowledge in several fields; work typically consists of unusually difficult matters that cannot be resolved through conventional techniques or approaches, or which have far-reaching significance on major County programs.

Application

Administrative Work

Direct major administrative programs such as purchasing, employment, classification, and budget.

Professional Work

Direct accounting, auditing, and revenue programs; direct major engineering programs or library services; provide highly specialized therapeutic counseling; advanced-level policy development and analysis work in support of the legislative process.

Public Safety Work

Direct major detention services; assist in directing all County police services.

FACTOR 1: KNOWLEDGE REQUIRED - continued

Level	Points	Definition
9	1400	Mastery of a professional or administrative field to generate and develop new hypotheses and theories. OR Ability to supervise others in the work.

Guide

Intended to cover work requiring exceptional grasp of a professional or administrative field, and which typically consists of highly technical and specialized matters requiring extended training and experience to master, or a broad range of subject matter, issues and policies which must be understood and dealt with. The work is critical to the success of essential County programs.

Application

Administrative Work

Provide wide-ranging program guidance and staff assistance to the County Chief Administrative Officer.

Professional Work

Direct major County health programs or legal services.

FACTOR 2: SUPERVISORY CONTROLS

This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the review of completed work. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined. Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives. The degree of review of completed work depends upon the nature and extent of the review -- e.g., close and detailed review of each phase of the assignment; detailed review of the finished assignment; spot-check of finished work for accuracy; or review only for adherence to policy.

Level	Points	Definition
1	75	For both one-of-a-kind and repetitive tasks the supervisor makes specific assignments, issuing clear, detailed, and specific instructions. The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions. For all positions, the work is closely controlled. For some positions, the control is through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work which may include checking progress or reviewing completed work for accuracy, adequacy, and adherence to instructions and established procedures.

Guide

Intended to cover learner and trainee situations where specific instructions are provided for each task and operation to be performed. Workers have little or no responsibility to determine the sequence of work, or to choose among different methods, procedures or approaches either because (1) the supervisor's instructions do not permit it, or (2) the work process itself is so highly structured that the procedures and steps cannot be deviated from.

The work may be reviewed in detail, but more frequently, the work process contains inherent controls which effectively prevent inaccurate or unacceptable work to be performed. In such cases, review may be intermittent and, in some situations, may actually be some distance removed from the work site.

Application

Trainees and learners, and positions in which the work is inherently controlled through the process itself as in operation of simple equipment.

Level	Points	Definition
2	90	The supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines, and priority of assignments. The supervisor provides additional, specific instructions for new, difficult, or unusual assignments including suggested methods or advice on source material available. The employee uses initiative in carrying out recurring assignments independently without specific instruction, but refers deviations, problems, and unfamiliar situations not covered by instructions to the supervisor for decision or help. The supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.

Guide

Intended to cover situations in which experienced or trained workers proceed on their own to perform recurring assignments with which they are familiar. The work typically involves processes in which the work flows automatically to the worker.

The work is reviewed to ensure that results are accurate and that procedures used are correct.

Application

Experienced workers in office support, technical, and labor and trades jobs. Entry and developmental workers in professional and administrative fields.

Level	Points	Definition
3	115	The supervisor makes assignments by defining objectives, priorities, and deadlines; and assists employee with unusual situations which do not have clear precedents. The employee plans and carries out the successive steps and handles problems and deviations in the work assignment in accordance with instructions, policies, previous training, or accepted practices in the occupation. Completed work is usually evaluated for technical soundness, appropriateness, and conformity to policy and other requirements. The methods used in arriving at the end results are not usually reviewed in detail.

Guide

Intended to cover situations in which workers who are fully proficient in the work proceed with assignments which require planning of the work effort. This involves independently arranging the sequence of work, obtaining needed materials or supplies, data or information, selecting appropriate methods and procedures and varying these as necessary to treat different situations. At this level, the worker has significant control over how the work is performed.

The work is reviewed for adequacy and soundness; completed work may actually go unreviewed as it enters into further processes. Some work efforts result in intangible products which cannot be reviewed in the conventional sense; a service, advice, counseling and so forth may be unreviewable, but the techniques, methods and approaches used would normally be reviewed for conformity to policy and established requirements.

Application

Experienced workers in all fields carrying out standard assignments which require planning the sequence of actions and independently selecting the appropriate methods or procedures to complete the work.

Level	Points	Definition
4	150	Overall objectives and resources available are set. The employee alone, or in consultation with the supervisor, develops the deadlines, projects, and work to be done. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment, resolving most of the conflicts which arise, coordinating the work with others as necessary, and interpreting policy on own initiative in terms of established objectives. In most assignments, the employee determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.

Guide

Intended to cover situations in which workers (who have full technical responsibility for the work) independently determine and carry out all necessary steps to complete assignments, subject to available resources and agreed-upon deadlines. This typically involves planning, coordinating, commitment of resources, resolving problems and selecting the methods, procedures or approaches to be used. The worker effectively has full control over how the work is performed.

Results of the work, such as recommendations, completed plans, products or services, are reviewed in terms of effectiveness in meeting objectives.

Application

Experts and senior workers in all fields who have full technical responsibility for the work, including how the work is to be performed.

FACTOR 2: SUPERVISORY CONTROLS - continued

Level	Points	Definition
5	200	Assignments are stated in terms of broadly defined missions or functions; work is normally performed under administrative direction with little or no technical guidance available. The employee is responsible for planning, designing, and carrying out major programs, projects, studies, or other work independently. Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence on the overall program, or the contribution to the field. Recommendations for new projects and alteration of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals or priorities.

Guide

Intended to cover situations in which workers, who have responsibility for broad programs, functions or activities, have full and final responsibility for the work effort. This typically involves determining all matters associated with completing work assignments, including what is to be done as well as how it is to be performed.

The work product or service is considered to be technically authoritative and is evaluated in terms of meeting broad program goals.

Application

Managers of broad programs and functions who are responsible to administrative heads.

FACTOR 3: GUIDELINES

This factor covers the nature of guidelines, the judgment needed to apply them, and authority to depart from and to adopt guides. Guides include desk manuals, established procedures and policies, traditional practices, and reference materials such as dictionaries, style manuals, and engineering handbooks.

Individual jobs in different occupations vary in the specificity, applicability, and availability of the guidelines for performance of assignments. Consequently, the constraints and judgmental demands placed upon employees also vary. For example, the existence of specific instructions, procedures, and policies may limit the opportunity of the employee to make or to recommend decisions or actions. However, in the absence of procedures or under broadly stated objectives, employees in some occupations may use considerable judgment in researching and developing new methods.

Guidelines should not be confused with the knowledges described under Factor 1. Guidelines either provide reference data or impose certain constraints on the use of knowledges. For example, in the field of engineering, for a particular design application, there may be three or four standard approaches set forth in a technical manual. An engineer is expected to know these approaches. However, in a given environment, the policy may be to use only one of the approaches, or the policy may state specifically under what conditions which approach may be used.

Level	Points	Definition
1	75	Specific, detailed guidelines covering all important aspects of the assignment are provided to the employee. The employee works in strict adherence to the guidelines; deviations must be authorized by the supervisor.

Guide

Intended to cover work which follows set procedures allowing no choice by the employee on how the work is performed. Procedures may be in the form of written guides or instructions, or learned, but cannot be deviated from without prior approval.

Application

Work which follows prescribed procedures or rules, such as that of mail and file clerks and persons who work closely with others as learners, trainees or assistants; operators of equipment which requires strict observance of operating instructions; routine maintenance workers following procedures and methods clearly indicated.

Level	Points	Definition
2	90	Procedures for doing the work have been established and specific guidelines are available. The employee uses judgment in locating, selecting, and applying the appropriate guidelines, references, and procedures to specific cases. Significant, proposed deviations or situations to which existing guidelines cannot be applied typically are referred to the supervisor. At this level the employee may also determine which of several authorized alternatives to use.

Guide

Intended to cover work which is performed according to several different procedures and guides which must be known (or referenced) by the employee. The employee selects and applies the appropriate law, rule, regulation, policy, procedure or method to varying situations or cases encountered in the work.

Application

Work which consists of varied situations requiring the application of different procedures or methods such as office workers who prepare a variety of typed materials in different formats; equipment operators who adjust equipment, or use different pieces of equipment, to process different items; accounting clerks who utilize different procedures depending on the nature of the transaction or account; persons who enforce or apply a variety of laws or regulations; maintenance work consisting of different problems or repairs.

FACTOR 3: GUIDELINES - continued

Level	Points	Definition
3	115	Guidelines are normally available, but are not completely applicable to the work or do not cover new or unusual situations encountered in the work. The employee uses ingenuity and resourcefulness to modify, adapt, or deviate from existing guides (such as precedents, conventional methods and procedures, and normal practices). The employee analyzes results and recommends changes.

Guide

Intended to cover work which consists of situations or cases which are unusual or out of the ordinary and do not fit existing guides. The employee is required to handle such situations by departing from existing guides, modifying procedures, or adopting different approaches or methods. Employees recommend changes to existing guides based on a review of cases or experience.

Application

Work which deals with unusual, nonstandard situations and in which the employee is authorized to deviate from existing guides to resolve matters, such as accountants who decide on how to treat nonstandard entries or transactions, engineers who modify design standards or construction practices to accommodate special conditions, secretaries who adjust operating procedures to serve new or different administrative requirements, law enforcement officers who decide how to handle unusual situations, maintenance workers who approve different methods or procedures for repairing equipment or facilities.

Level	Points	Definition
4	150	Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scarce or of limited use. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods or criteria, or to propose new policies.

Guide

Intended to cover work which is performed within an established framework of existing guides which apply generally to the work, but which do not cover specifically most of the substantive, technical or operational processes involved. The employee, through research, analysis, or own knowledge, devises appropriate guides (such as new approaches, methods or procedures) to be used by the employee (and others) in the work.

Application

Work which deals with new or changing situations for which the employee is responsible for developing and applying appropriate guides, such as legislative staff professionals engaged in policy development concerning a variety of issues before the county council; supervisors of programs subject to changing requirements or new technologies; and workers engaged in highly creative efforts to develop new standards, policies, procedures or methods.

Level	Points	Definition
5	200	Guidelines are broadly stated (e.g., broad public policy statements or basic legislation) and require extensive interpretation. The employee uses considerable judgment to interpret the intent of the guides and to develop specific directives, rules, regulations, policies, and procedures for application to the work. The employee is recognized as the technical authority on the interpretation of guides in highly unusual cases.

Guide

Intended to cover work which is subject only to very general or broad guides. The employee is granted full latitude to interpret and to develop specific rules, regulations, policies, and procedures to apply to the work or to develop specific strategies to accomplish complex work assignments.

Application

Work encompassing a program, function, or activity operated under general laws or policies which require the employee to develop all or most of the policies, rules, and procedures covering the work; advanced analytical work in legislative policy development and implementation.

FACTOR 4: COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes, or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

Level	Points	Definition
1	240	The work consists of tasks that are clear cut and directly related. There are few if any choices to be made in deciding what needs to be done. Actions to be taken or responses to be made are readily discernible.

Guide

Intended to cover work which consists of only a few related activities. The employee recognizes what is to be done through simple observation of readily apparent situations.

Application

Work which consists of a few clearly related steps such as filing materials by date or reference code; typing materials from clear draft copy; operating simple equipment; cleaning buildings or grounds.

Level	Points	Definition
2	290	The work consists of duties involving related steps, processes, or methods. The decision regarding what needs to be done involves various choices requiring the employee to recognize the existence of and differences among a few easily recognizable situations. Actions to be taken or responses to be made differ depending on the source of information, the kind of transactions or entries, or other differences of a factual nature.

Guide

Intended to cover work which consists of several related activities. The employee, through training or prior experience, recognizes the meaning of readily apparent differences in situations and acts accordingly.

Application

Work which consists of several steps and which requires the employee to vary responses or actions according to differences in the work, such as account clerks who post different transactions to their proper accounts; typists who select proper formats according to the kind of material and who correct grammatical errors; operators who adjust equipment and make minor repairs; maintenance workers who repair defects or malfunctions which are readily found.

Level	Points	Definition
3	365	The work consists of duties involving a variety of processes and methods. The decision regarding what needs to be done depends on analysis of the subject, or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives. The work involves conditions and elements that must be identified and analyzed to discern interrelationships.

Guide

Intended to cover work which consists of analysis, usually in association with other related steps, processes or methods. Analysis assumes that the meaning, significance or interrelationships among data, situations or conditions are not clear but must be identified through some systematic analytical procedure, such as (1) assembling and categorizing facts or information, (2) examining the facts or information to ascertain their significance or meaning, and (3) acting accordingly.

Application

Work which involves problem-solving, planning and organizing, or making decisions after considering several factors, such as designing and installing complicated filing systems; planning and organizing office support services for a large organization; maintaining a system of accounts (or part thereof) and preparing reports and statements describing the condition of accounts; preparing plans, maps and drawings from survey notes, photos, or sketches.

FACTOR 4: COMPLEXITY - continued

Level	Points	Definition
4	465	The work typically consists of varied duties involving a wide range of processes and methods, such as those relating to established practices of an administrative or professional field. Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data. The work requires making many decisions concerning such things as interpreting of considerable data, planning of the work, or refining the methods and techniques to be used.

Guide

Intended to cover work which consists of analysis and assessment of unusual or nonstandard matters or data which is incomplete or contradictory. The employee decides what course to follow after considering the results of analysis (which is frequently only partial) and weighing the issues, factors or circumstances involved.

Application

Work which involves resolving unusual problems which conventional analysis only partially solves and which typically requires different analytical approaches to identify various alternatives, such as analysis of costs, programs, and operations to develop budgets; design of structures to control drainage; management and delivery of library services; providing direct psychiatric/mental health nursing services; analytical work in support of the development and implementation of legislation concerning a range of issues.

Level	Points	Definition
5	605	The work consists of varied duties applied to a broad range of activities, including new and untried aspects, or requiring substantial depth of analysis, in an administrative or professional field. Decisions regarding what needs to be done involve major areas of uncertainty in approach, methodology, or interpretation and evaluation resulting from such elements as continuing changes in program technological developments, unknown phenomena, or conflicting requirements. The work requires originating new techniques, establishing criteria, or developing new information.

Guide

Intended to cover work which consists of either a broad range of activities or a highly specialized area; the work is characterized by uncertain facts, data or information, rapid change, conflicting requirements or similar conditions. The employee must consider a broad range of issues, factors or circumstances whose importance and interrelationships are difficult to ascertain and assess; or must apply extensive forms of analysis to decide on a course of action.

Application

Work which involves planning, organizing and directing programs, functions or activities, or performing highly analytical work requiring the use of new techniques, or development of new information or criteria, such as directing accounting, auditing or revenue programs; providing specialized psychological counseling to severely troubled individuals; handling legal matters where the facts, issues and precedents are not clear; developing and guiding through the political process legislation concerning a wide range of complex and sensitive issues.

Level	Points	Definition
6	800	The work consists of broad functions and processes of an administrative or professional field. Assignments are characterized by breadth and intensity of effort and involve several phases being pursued with the support of others within or outside the organization. Decisions regarding what needs to be done include largely undefined issues and elements, requiring extensive probing and analysis to determine the nature and scope of the problems. The work requires continuing effort to establish concepts, theories, or programs, or to resolve very complex problems.

Guide

Intended to cover work which consists of broad functions, programs or services which require extensive planning and coordination; and which require consideration of a very wide range of factors, issues, circumstances and elements to decide on courses of action.

FACTOR 4: COMPLEXITY - continued

Application

Work involving planning, coordination, and direction of broad County programs and functions, or the performance of highly specialized work in resolving problems that are unprecedented or novel, such as directing County medical programs; providing legal advice in cases not covered by existing legal principles or statutes.

FACTOR 5: SCOPE AND EFFECT

This factor covers the purpose, breadth, and depth of the assignment, and the effect of work products or services both within and outside the organization.

"Effect" measures such things as whether the work output facilitates the work of others, provides timely services of a personal nature, or impacts the adequacy of programs. Only the effect of properly performed work is to be considered.

NOTE: Functional supervision OF PROFESSIONAL SERVICES CONTRACTORS is credited under this factor.

Level	Points	Definition
1	165	The work involves the performance of specific, routine operations that include a few separate tasks or procedures. The work product or service is required to facilitate the work of others; however, it has little impact beyond the immediate organizational unit.

Guide

Intended to cover work which is limited to carrying out specific steps, tasks or procedures and whose effects are primarily confined to the immediate organizational unit.

Application

Work which primarily facilitates internal processes or to aid, assist or help others performing this work, such as filing, typing, operating office or shop equipment, helping trades or craft workers.

Level	Points	Definition
2	205	The work involves the execution of specific rules, regulations, or procedures and typically comprises a complete segment of an assignment or project of broader scope. The work product or service affects the accuracy, reliability, or acceptability of further processes or services, the safekeeping or operation of equipment or facilities within the organization.

Guide

Intended to cover work which comprises a complete process or system of procedures established to support a program, function or service; and whose effects contribute to work accuracy, reliability or acceptability.

Application

Work which typically consists of a complete assignment which is part of a larger area of work, such as account clerks who maintain a set of accounts; secretaries who provide office support services to a unit; community planners who develop part of a sector or area plan; engineers who design a segment of a road project; mechanics who repair equipment.

Level	Points	Definition
3	255	The work involves treating a variety of conventional problems, questions, or situations in conformance with established criteria. The work product or service affects the design or operation of systems, programs, or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions, the social, physical, or economic well-being of persons.

Guide

Intended to cover work which encompasses a range of activities which directly affect the operation or design of a system, program, function, or service.

Application

Work which involves carrying out a range of conventional assignments within a professional or administrative field, in public service, or in maintenance work, such as buyers executing purchase orders; librarians developing book collections; engineers designing standard structures or facilities; community health nurses coordinating client care services; managing and monitoring professional services contracts of moderate scope, expenditure, and effect.

Level	Points	Definition
4	325	The work involves establishing criteria; formulating projects; assessing program effectiveness; thorough analysis of a variety of complex issues; or investigating or analyzing a variety of unusual conditions, problems, or questions; the service or work product affects a wide range of community activities, or the operation of other governmental units.

Guide

Intended to cover work which involves planning, organizing and directing a program, function or service; or dealing with problems, situations or conditions which establish precedents, standards, or policies affecting a wide range of activities.

Application

Work which involves managing and monitoring professional services contracts of major scope, expenditure and effect; supervising a program, service or function; or resolving unusual problems which have wide impact, such as social work supervisors, nurse administrators, budget analysts, police commanders; or analysing issues and developing and presenting in public policy recommendations as part of the legislative process.

Level	Points	Definition
5	425	The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories; or developing and presenting in public analysis and recommendations concerning complex and sensitive issues. The work product or service affects the work of major aspects of administrative or technical programs or missions or the well-being of substantial numbers of people.

Guide

Intended to cover work which involves designing, developing and implementing new programs, functions, or services; or using new concepts, approaches or methods to resolve critical problems. The work has substantial effect on County-wide operations and/or the community.

Application

Work which involves directing a County program, function or service embracing new or changing technology, conditions, or objectives, such as engineering program directors and medical program directors, family resources administrators, and library program coordinators; or legislative staff work affecting a broad range of sensitive and complex issues.

FACTOR 5: SCOPE & EFFECT - continued

Level	Points	Definition
6	560	The work involves planning, developing, and carrying out vital administrative or technical programs. The programs are essential to the missions of the jurisdiction or affect large numbers of people on a long-term, continuing basis.

Guide

Intended to cover work involving the overall direction of major County programs, functions or services which directly affect the provision of government services to the community.

Application

Work involving the direction of major County programs, such as transporation and health.

FACTOR 6: CONTACTS

This factor refers to the requirement for the worker to deal with individuals or groups, such as representatives of organizations, legislative bodies, or community groups, in person or by telephone, to accomplish work objectives. Consideration is given to the purpose of contacts, their difficulty, importance, and level within or outside the organization.

NOTE: SEE DEFINITION FOR FACTOR 7: PUBLIC SERVICE/ASSISTANCE for the distinction between Contacts and Public Service/Assistance. CREDIT FOR INTERACTION WITH OTHERS WHICH ARE OF A SIMILAR NATURE, PURPOSE AND LEVEL MAY ONLY BE CREDITED UNDER ONE FACTOR - EITHER CONTACTS OR PUBLIC SERVICE/ASSISTANCE.

Level	Points	Definition
1	75	Contacts are primarily with employees in the immediate work area or in related or support units and involve obtaining or giving facts or information concerning routine matters.

Guide

Intended to cover normal, everyday contacts among employees within an organization, which may be a unit, section, division or department. Contacts require normal courtesy in dealing with others and typically involve routine matters.

Application

All normal contacts between employees that involve giving or exchanging information.

Level	Points	Definition
2	90	Contacts are with all levels of employees outside of the immediate organization or with representatives of outside organizations which may be public or private and involve exchanging information, explaining procedures, scheduling meetings, or providing instructions to facilitate a process or to provide a service.

Guide

Intended to cover contacts with others that aid, explain or facilitate a process or service; provide basic technical information; coordinate or facilitate activities such as integrating and coordinating work products or work schedules; resolving problems; or making arrangements for meetings, hearings, etc.

Application

Contacts which are intended to expedite, coordinate or explain a process, function, or activity, including coordinating care, assistance or services for clients with outside organizations or agencies.

Level	Points	Definition
3	115	Contacts are with individuals/organizations or groups within or outside of the organization and involve meeting and dealing with others to agree on courses of action, solve problems encountered in project assignments or program management, articulate concepts, or provide subject-matter advice based on area of expertise. OR Contacts are with high-level officials within or outside of the organization to coordinate and/or facilitate the varied activities of the office of an elected or appointed official. Such activities include making arrangements with news media, setting up public appearances, arranging executive meetings, serving as liaison between high-level officials and others.

Guide

Contacts require significant interactions with others, highly-developed communications skills, skill in presenting ideas and technical information or addressing groups. Contacts may involve differences which the worker is expected to resolve.

Application

Interactive contacts to facilitate accomplishment of projects or management of programs, services or activities for which the worker is responsible; provide technical advice; resolve operating problems; provide classroom instruction.

Level	Points	Definition
4	150	Contacts are with individuals or groups within or outside the organization and involve persuading, advising, or presenting and justifying matters having substantial impact on the organization to obtain desired actions, to reach agreement, and/or to resolve significant operating problems. OR Contacts are with high-level officials to provide subject-matter advice based on area of expertise, to agree on courses of action, or to solve difficult problems encountered in project assignments.

Guide

Intended to cover interactions with others which involve responsibility for influencing others who may have different views or objectives to obtain desired actions and/or working skillfully with others to resolve the more difficult operating/program problems. Contacts require considerable communications skills, and perception, understanding, and evaluation of others' viewpoints, positions and opinions to resolve problems or reach objectives.

Application

Contacts involve the presentation and defense of important and possibly controversial matters in meetings and hearings or the resolution of difficult problems.

FACTOR 6: CONTACTS - continued

Level	Points	Definition
5	200	Contacts are with high-level officials within or outside of the organization and involve presenting, justifying, or defending very important issues where diverse viewpoints, goals and objectives are strongly advocated and must be reconciled to achieve suitable alternatives or to arrive at acceptable positions.

Guide

Intended to cover extremely difficult contacts of County-wide importance involving meeting and dealing with individuals or groups whose approval, participation, or agreement is vital to the effective administration of County-wide programs, functions or services. The worker represents the County Government and has authority to negotiate or make commitments or decisions concerning major policy or program matters.

Application

Limited to high-level County officials who interact with persons of equivalent level in other jurisdictions or government agencies, businesses or the community in formulating major County policies, programs or services, or contesting significant and complex legal matters in court.

FACTOR 7: PUBLIC SERVICE/ASSISTANCE

This factor refers to the worker's provision of direct assistance to the public and/or care and custody for a client population in providing public service, either in person or by telephone. This factor encompasses one-on-one assistance/care-giving or custody as well as similar responsibilities for groups of individuals. Consideration is given to the level of intensity and the duration of personal interaction required in providing the public service or assistance. ASSISTANCE TO OTHER COUNTY EMPLOYEES, INCLUDING EMPLOYEES OF OTHER COUNTY-FUNDED AGENCIES, IS CREDITED UNDER THE CONTACTS FACTOR.

NOTE: SEE DEFINITION FOR FACTOR 6: CONTACTS for the distinction between Public Service/Assistance and Contacts. CREDIT FOR INTERACTIONS WITH OTHERS WHICH ARE OF A SIMILAR NATURE, PURPOSE AND LEVEL MAY ONLY BE CREDITED UNDER ONE FACTOR - EITHER CONTACTS OR PUBLIC SERVICE/ASSISTANCE.

Level	Points	Definition
1	-	Limited public service and assistance to clients and the public is required.

Guide

Intended to cover work in which service to the public or immediate one-to-one assistance is limited. Work primarily supports or directs activities of other employees within the organization. This level includes work that may provide some public service but such service is incidental to the primary purpose of the job; or work involves meeting with citizens or groups, but does not require providing direct public service or assistance on a one-to-one basis for a substantial amount of time.

Application

Workers who provide only limited public service or assistance such as file clerks, accountants and mechanics; managers and supervisors whose assigned duties are primarily administrative or managerial and for whom "hands-on" public service/assistance is incidental to the purpose for which they were hired; enforcement and program work that requires meeting or dealing frequently with the public but does not provide one-to-one assistance, the purpose of such activities being to gather or exchange information, to take an action, to enforce laws, regulations and codes, or to organize programs or functions.

Level	Points	Definition
2	90	Personal assistance, care, and/or custody is provided to the public or clients (non co-workers) on demand. Assistance, which is normally routine, is provided to a large number of clients.

Guide

Intended to cover work in which requests for service or assistance are recurring and frequent. Assistance is normally of short duration and may involve referral to other individuals and/or agencies for final resolution. Needs of clients are normally readily identifiable or readily ascertained through asking predetermined questions of a checklist nature, and appropriate assistance can usually be rendered immediately.

Application

Workers who provide immediate assistance to many people on a daily basis.

Level	Points	Definition
3	115	Personal assistance and/or care of clients is provided on demand or on an on-going basis. Assistance/service requires questioning or interviewing of clients to determine the nature of assistance required.

Guide

Intended to cover work that requires lengthy or detailed questioning of clients or investigation on behalf of clients in order to determine the nature of assistance/service required. Once the service needs are determined, assistance can normally be provided.

Application

Occupations which require the use of judgment in questioning others to identify the nature of assistance required, such as investigation to assist clients, client intake, community outreach, and library reference work.

Level	Points	Definition
4	150	Professional assistance or care in which counseling therapy involving intensive interaction with the client is required. Client problems are normally multi-faceted and typically of a psychological, physical, psycho-social, or socioeconomic nature requiring long-term treatment.

FACTOR 7: PUBLIC SERVICE/ASSISTANCE - continued

Guide

Intended to cover work requiring intensive interaction with individuals due to the nature of the problems involved. Intense or difficult inter-personal interaction with clients and client assistance requiring long-term counseling is involved.

Application

Professional therapeutic counseling to individuals with severe and complex problems, which may require considerable follow-up.

NOTE: Determining Frequency: Frequency of occurrence must be determined for the following factors:

- Factor 8: Working Conditions
  - 8a: Working Environment
  - 8b: Hazards
- Factor 9: Physical Demands

Frequency of occurrence refers to actual occurrence of the work characteristic or requirement and is determined as follows:

Regularly Recurring

The factor is present in the work at least 50 percent of the work time (based on an 8-hour work day, 40-hour work week). Regularly may mean hourly, daily, or weekly; it implies sustained action, or actions repeated at frequent intervals.

Occasionally

The factor is present in the work at least 25 percent but less than 50 percent of the work time (based on an 8-hour work day, 40-hour work week). It may occur periodically such as monthly, quarterly, or annually, or at irregular intervals. Note, however, that even if the factor is present less than 25 percent of the time, if the factor is inherent in the nature of the work, is an absolute and recurring requirement of the job which is documented in the class specification, and/or is a bona fide occupational qualification for recruitment, "occasional" credit may be given regardless of the time spent.

The letters "R" and "O" are used in the plan to designate the respective point values for Regularly Recurring and Occasionally.

FACTOR 8: WORKING CONDITIONS

FACTOR 8-A: WORKING ENVIRONMENT

This factor measures the discomforts or unpleasantness of the work environment. Frequency of occurrence is also considered.

Level	Points	Definition
1	-	The work environment involves normal, everyday discomforts or unpleasantness. The work area is adequately lighted, heated, and ventilated, and the work environment is usually organized and stable.

Guide

Intended to cover all normal work situations where workers encounter common everyday discomforts or unpleasantness. No special measures are necessary to control environmental conditions.

Application

Work in such places as offices, meeting rooms or residences or travel in commercial vehicles such as airplanes, trains or buses.

Level	Points	Definition
2	R 35 O 25	The work environment involves some discomforts or unpleasantness, such as moderate levels of noise, vibrations, dust and grease; exposure to human/animal waste or body fluids; exposure to cold, heat, rain and snow encountered in working outside; prescribed production quotas; office support work for an organizational unit or prolonged periods of exposure to media attention.

Guide

Intended to cover situations where workers are subjected to some unpleasantness or discomfort which must be tolerated or which requires that some care be taken or special measures adopted to deal with conditions.

Application

Shop or laboratory conditions; work performed outdoors; or data entry work; legislative staff work; clerical work in support of several professionals; work directing on-site firefighting efforts or law enforcement efforts.

FACTOR 8: WORKING CONDITIONS
FACTOR 8-A: WORKING ENVIRONMENT - continued

Level	Points	Definition
3	R 45 O 35	The work involves considerable discomforts, such as work in places where noxious odors, dirt, grease, human/animal waste or bodily fluids, or humidity make conditions very disagreeable; or work performed in an enclosed protective custody or similar institutional environment.

Guide

Intended to cover situations where workers are subjected to noticeably unpleasant or discomforting conditions; in a correctional or similar facility subject to special security procedures.

Application

Very dirty shop conditions or work on equipment covered with grease and soil, or work in sanitary landfills, or sewage treatment plants, or work in a correctional facility.

Level	Points	Definition
4	R 60 O 45	The work involves extreme discomforts or unpleasantness such as work in very cold conditions, or very hot conditions, or in places where dirt or grease cause severe soiling despite the use of protective clothing or equipment; or work which requires timely and appropriate responses to emergency situations of a serious or life-threatening nature.

Guide

Intended to cover situations where workers are subjected to very unpleasant and discomforting conditions.

Application

Work under very cold or very hot conditions such as working in a cold storage plant or an open hearth furnace, "front-line" work fighting fires, or responding to calls for emergency assistance in an emergency operations center.

FACTOR 8: WORKING CONDITIONS
FACTOR 8-B: HAZARDS

This factor considers the risks or hazards present on the job. Use of special equipment and/or adherence to special procedures or precautions is required. Frequency of occurrence is also considered.

Level	Points	Definition
1	-	The work presents no significant hazards to employees.

Guide

Intended to cover all normal work situations where workers encounter common everyday risks. No special measures are necessary to safeguard workers against injury.

Application

As defined.

Level		Points	Definition
2	R	40	The work involves some risks which require special procedures, safety precautions, and/or the use of special equipment, such as safety shoes, shields, ear protectors, hard hats, respiratory masks, protective clothing, gloves; or work involves exposure to abusive, aggressive and unpredictable behavior from clients or the general public in a work location to which the public has unrestricted, open access; or work which requires home visits to provide a service.
	O	30	

Guide

Intended to cover situations in which workers are subjected to some risk. Care is taken or special measures adopted to deal with conditions.

Application

Work in which the worker encounters threatening situations; work requiring use of hazardous tools, equipment or machines, or working within close proximity to moving equipment; work requiring exposure to disease or toxic substances; or work directing on-site firefighting efforts or law enforcement efforts.

FACTOR 8: WORKING CONDITIONS
FACTOR 8-B: HAZARDS - continued

Level	Points	Definition
3	R 65 O 50	The work involves considerable risks which require special safety precautions and procedures and the regular use of special equipment, such as safety shoes, goggles, shields, ear protectors, insulated or protective clothing, gloves, respiratory masks; exposure to contagious disease due to work with hazardous substances such as human/animal waste or bodily fluids; or visits to such places as personal residences or commercial establishments which are likely to provoke hostility or aggression toward the worker.

Guide

Intended to cover work requiring strict observance of safety precautions or procedures and/or the use of safety equipment to avoid injury to workers.

Application

Work with contagious substances in a medical environment; labor and trades occupations requiring regular use of safety equipment; human services or other workers who encounter hostility or dangerous situations due to the nature and purpose of the work.

Level	Points	Definition
4	R 90 O 65	The work involves high risk due to exposure to dangerous situations, such as working with explosives, radioactive substances, noxious gases or fumes; working at great heights; work subjecting the worker to physical attack or mob violence; or work fighting fires. The employee must apply a wide range of safety precautions.

Guide

Intended to cover situations which present serious risk to workers. Careful use of safety equipment and special safety precautions are required to avoid injury.

Application

Climbing trees; providing security in a correctional facility; "front-line" work in law enforcement or fighting fires.

FACTOR 9: PHYSICAL DEMANDS

This factor covers the requirements and physical demands placed on the employee by the work assignment. This includes physical characteristics and abilities (e.g., specific agility and dexterity requirements) and the physical exertion involved in the work (e.g., climbing, lifting, pushing, balancing, stooping, kneeling, crouching, crawling, reaching, using quick and frequent hand/arm and foot/leg movements.) The frequency or intensity of physical exertion must also be considered, e.g., a job requiring prolonged standing or a job requiring continued staring or listening requires greater physical effort than one that does not require that kind of endurance.

Level	Points	Definition
1	-	The work is sedentary. Typically, the employee may sit comfortably to do the work. However, there may be some walking, standing, bending, carrying of light items such as papers, books, small parts, driving an automobile, or use of video display terminals to accomplish work objectives. No special physical demands are required to perform the work.

Guide

Intended to cover all normal work situations where employees exert ordinary physical effort in carrying out their duties. Effort does not result in noticeable fatigue to workers.

Application

As defined.

Level	Points	Definition
2	R 35 O 25	The work requires light physical effort such as long periods of standing or sitting in one position; walking over rough, uneven, or rocky surfaces; bending, crouching, stooping, stretching, reaching, or similar activities; recurring lifting of objects up to 20 pounds or occasional lifting of objects up to 50 pounds; on-going production-oriented operation of keyboard devices or VDT's (video display terminal); rapid and sustained use of hands, or fingers, arms to operate equipment or perform work; or precise use of hands or fingers to operate equipment or perform work.

Guide

Intended to cover situations in which work requires light physical effort, which results in some noticeable fatigue.

Application

Operating a truck or similar vehicle; operating word processing equipment, computer terminals or other keyboard devices and VDT's where speed, accuracy, and volume of work are required for extended periods; parking meter repair; shelving and storing books, boxes, and materials; field work or visting construction sites.

Level	Points	Definition
3	R 45 O 35	The work requires medium physical effort such as carrying loads over rough, uneven or rocky surfaces; crouching or crawling in confined spaces; climbing ladders and scaffolding; recurring lifting/pushing of objects up to 50 pounds, or occasional lifting of objects up to 100 pounds; prolonged fine finger movement (i.e., data entry) or monitoring machinery or equipment (i.e. VDT screens); prolonged and sustained operation of buses and other large vehicles or construction equipment.

Guide

Intended to cover situations in which workers possessing good strength and agility exert medium physical effort in carrying out their duties. Effort results in noticeable fatigue.

Application

Data entry work, many labor and trades and materials handling jobs.

Level	Points	Definition
4	R 60 O 45	The work requires heavy physical effort, such as continuous carrying of heavy loads over rough, uneven or rocky surfaces; climbing tall ladders, poles or ropes; recurring lifting of objects up to 100 pounds, or occasional lifting of objects over 100 pounds; exceptional strength and agility/dexterity for prolonged periods is required.

Guide

Intended to cover situations in which workers possessing above average strength and agility exert heavy physical effort in carrying out their duties. Effort results in considerable fatigue.

Application

Fire fighting; climbing trees.

FACTOR 10: SUPERVISION EXERCISED

This factor is only applied to classes which directly - and on a continuing basis - supervise the work of other regularly assigned workers, who may be paid employees or volunteers. A minimum of two workyears must be supervised for a class to receive credit under this factor.

Note: Two or more employees may not receive credit for supervising the same worker(s).

Subfactor A: NATURE OF WORK DIRECTION: (Two or more full-time workers or the equivalent.)

This subfactor measures the responsibility of an employee for the work of others. It includes the supervisory functions of assigning and reviewing work, establishing and enforcing work standards, coordinating work efforts; and work planning, organization, and control.

Level	Points	Definition
1	50	Supervises others in the performance of work by passing on or giving assignments or instructions to employees and checking their work; ensures that work rules and practices are observed, solves ordinary problems, ensures that materials, supplies, and equipment are properly used, that required work records are maintained, and that work is completed on time. OR Directs volunteers or part-time, intermittent or seasonal workers who are noncareer County employees.

Guide

Intended to cover situations in which workers, who may participate regularly in the work, provide work direction or lead supervision to others; and workers who direct the work of volunteers or noncareer County employees.

Application

As defined.

FACTOR 10: SUPERVISION EXERCISED

Subfactor A: NATURE OF WORK DIRECTION: (Two or more full-time workers or the equivalent.)

Level	Points	Definition
2	85	Assigns and reviews work; enforces work standards; solves ordinary problems encountered in the work; coordinates work within area; enforces unit policies; makes minor changes in work methods and procedures or to work stations, furnishings, or equipment; prepares or reviews work records and reports.

Guide

Intended to cover situations in which workers, who may participate in the work, devote the majority of their time to directly supervising the work of others.

Supervisors of a unit, section, function or program where the primary emphasis is on directing the work of others; first-level supervisors.

Level	Points	Definition
3	120	Develops plans to implement approved work programs extending over one or two years; plans for and allocates resources to accomplish work programs; reviews work progress and recommends or takes actions to adjust work effort to meet objectives; approves layouts of space and shop areas and purchases of equipment, materials and supplies.

Guide

Intended to cover situations in which workers plan and control the work of others in a large or multifaceted organizational unit, and normally do not participate directly in the work themselves.

Application

Workers who direct varied functions or organizational units and who have responsibility for planning and budgeting, and for changing work efforts to meet objectives; division heads.

FACTOR 10: SUPERVISION EXCERCISED - continued

Subfactor A: NATURE OF WORK DIRECTION (Two or more full-time workers or the equivalent)

Level	Points	Definition
4	140	Coordinates overall planning of the organization's work programs over a one- or two-year cycle. Decides, on own authority or in consultation with superior, on organization structure, work methods and procedures, level of service, and resource requirements to accomplish work objectives. Resolves difficult problems of coordination among major County departments and outside organizarions.

Guide

Intended to cover situations in which workers, either on own authority or in consultation with a superior, decide on the work program of a department or equivalent organization unit.

Application

Full assistant or deputy department heads.

Level	Points	Definition
5	160	Approves work programs for a department or independent office. On own authority, decides or approves such matters as organization structure, work methods and procedures, kind and level of service or product, and resources to accomplish work. Takes or directs actions to resolve major problems of coordination or to adjust work effort to meet objectives.

Guide

Intended to cover situations in which workers decide or approve all matters relating to the work program of a department or equivalent organization unit.

Application

Department heads.

FACTOR 10: SUPERVISION EXERCISED - Continued

Subfactor B: PERSONNEL AUTHORITY (Two or more full-time workers or the equivalent.)

This subfactor measures the degree of authority exercised by an employee over matters affecting the selection, assignment, performance appraisal, training, promotion, reward, transfer, suspension, discipline, or removal of employees, or the adjustment of employee grievances and complaints. The authority may be formally delegated or informally exercised, so long as its excercise is not simply the transmitting of instructions from someone else, or of a routine or clerical nature, but requires independent judgment.

Level	Points	Definition
1	-	Upon request, provides information, advice, or suggestions to a higher level for use in making a personnel decision or in acting upon a personnel matter.

Guide

Intended to cover situations in which supervisors participate informally in the personnel decision-making process; workers have no formal authority to act upon a personnel matter.

Application

Lead workers.

Level	Points	Definition
2	40	Regularly participates in or recommends decisions or actions on a variety of personnel matters, typically involving the selection, orientation, training, performance appraisal, leave approval, promotion, and transfer of employees; counseling of employees; minor disiplinary measures; adjustments of minor complaints.

Guide

Intended to cover situations in which supervisors regularly participate in personnel decisions by formally recommending or initiating personnel actions.

Application

First level supervisors and equivalent positions at other levels.

SUPERVISION EXERCISED - continued

Subfactor B: PERSONNEL AUTHORITY (Two or more full-time workers or the equivalent)

Level	Points	Definition
3	80	Independently decides or acts on a wide variety of personnel matters which are normally subject only to administrative review; recommends serious disciplinary measures and adjustments of informal or formal complaints and grievances.

Guide

Intended to cover situations in which supervisors effectively decide on personnel matters affecting their employees by initiating and signing personnel actions.

Application

Full assistant or deputy department heads, division chiefs, and equivalent positions at other levels.

Level	Points	Definition
4	120	Reviews and approves a wide variety of personnel decisions (or effectively recommends such actions, including serious disciplinary measures and the disposition of formal grievances.)

Guide

Intended to cover situations in which supervisors approve the personnel decisions of subordinates.

Application

Department or agency heads.

FACTOR 10: SUPERVISION EXERCISED - continued

Subfactor C: NUMBER OF WORKERS SUPERVISED (Two or more full-time or the equivalent)

Regularly-scheduled personnel supervised both directly and indirectly are counted, whether paid, full-time or part-time employees, volunteers or similar categories of workers. To be credited, employees or volunteers supervised must be regularly-scheduled workers. For all regularly scheduled workers, the hours worked are converted to full-time equivalency and credited as provided below:

Level	Number of Employees Supervised (FTE)	Points
1	Fewer than 2	-
2	2 - 12	20
3	13 - 50	30
4	51 - 200	45
5	201 - 800	60
6	801 -3200	80

FACTOR-POINT TABLE
MONTGOMERY COUNTY GOVERNMENT

QUANTITATIVE EVALUATION SYSTEM II

LEVELS AND POINTS

FACTOR	1	2	3	4	5	6	7	8	9
1. Knowledge Required	255	295	345	415	510	635	815	1055	1400
2. Supervisory Controls	75	90	115	150	200				
3. Guidelines	75	90	115	150	200				
4. Complexity	240	290	365	465	605	800			
5. Scope & Effect	165	205	255	325	425	560			
6. Contacts	75	90	115	150	200				
7. Public Service/ Assistance	-	90	115	150					
8. Working Conditions									
8A. Working Environment									
Recurring	-	35	45	60					
Occasional	-	25	35	45					
8B. Hazards									
Recurring	-	40	65	90					
Occasional	-	30	50	65					
9. Physical Demands									
Recurring	-	35	45	60					
Occasional	-	25	35	45					
10. Supervision Exercised - 2 or more workers supervised									
A. Nature of Work Direction	50	85	120	140	160				
B. Personnel Authority	-	40	80	120					
C. Number of Employees	-	20	30	45	60	80			

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