

The Oliver System

**A Presentation to
The Valparaiso City Council**

INTRODUCTION

The Oliver System is a nationally and internationally recognized compensation management system. It is a proven methodology for grouping, evaluating, and ranking jobs in a structured manner, and it makes possible the development of compensation administration policies based on competitive rates for similar jobs.

The success of the Oliver System is based upon its recognition that the numerous and diverse problems facing a public sector employer are more readily resolved when the employer is able to maintain a competent workforce of employees who feel that their status is recognized and equitably compensated. To assist a public sector employer in achieving this goal, the Oliver System provides a simple, valid, and reliable methodology for job evaluation and payment for all categories of positions. The methodology covers:

- Job Evaluation
- Development of Position Descriptions
- Establishment of the Relationship of Pay to Evaluation
- Development of Compensation Administration Policies

IMPLEMENTATION OF THE OLIVER SYSTEM IN THE CITY OF VALPARAISO

Job Evaluation

The job evaluation segment of the Oliver System is called "The Factor Ranking-Benchmark-Guide Chart Evaluation Plan." This segment includes three components:

- Job Categories
- Factors/Questionnaires
- Position Points and Point Ranges

Job Categories

The first step of the "The Factor Ranking-Benchmark-Guide Chart Evaluation Plan" involved grouping jobs having similar characteristics and labor markets. Jobs that are alike travel in their own orbits with their own kind and do not commingle for evaluation or pay purposes. The only thing that job categories have in common with each other is that they exist in the same organization. Each civilian position in the City of Valparaiso is placed into one of following four job categories:

- Labor, Trades, and Crafts (LTC) – Jobs that are mostly learned through apprenticeship or on-the-job, and for which advancement is usually based on learning significantly different and progressively more difficult skills. (See *Exhibit A* for a complete list of civilian positions in the City of Valparaiso in the LTC category.)
- Office Systems Specialists (OSS) – Jobs that are mostly supportive to those in other categories and may be learned on-the-job or through a specialized training program, and for which advancement is usually based on job modification and ability to do more difficult tasks within the job family rather than learning specifically different skills as in LTC. (See *Exhibit B* for a complete list of civilian positions in the City of Valparaiso in the OSS category.) NOTE: This category was formerly Clerical, Office Machine Operators, and Technicians (COMOT).
- Professional, Administrative, Technological (PAT) – Jobs that normally require a specific college degree, have duties that involve application of theories and principles, and for which advancement is evolutionary through assumption of progressively more difficult assignments and exercise of judgment. Jobs in the PAT category do not supervise more than two other jobs. (See *Exhibit C* for a complete list of civilian positions in the City of Valparaiso in the PAT category.)

- Supervisors and Managers (SAM) – Jobs that are responsible for planning and directing major programs. Jobs in the SAM category supervise a minimum of three other jobs. Advancement in the SAM category is usually dependent upon progression to a job of broader responsibility. (See *Exhibit D* for a complete list of civilian positions in the City of Valparaiso in the SAM category.)

Factors/Questionnaires

In order to assure a common base for job evaluation, the next step of the “The Factor Ranking-Benchmark-Guide Chart Evaluation Plan” involved applying the following measurement factors to all civilian positions in the City:

- Job Requirements – Measure the level of knowledge and skills required to perform job duties. This is “entry level” knowledge brought by the employee. There are three sub-factors considered: amount, breadth, and depth of knowledge.
- Difficulty of Work – Measures relative complexity and mental demands. Sub-factors include: variety of duties, types and frequency of problems, intensity of effort, and magnitude or scope of jurisdiction.
- Responsibility – Measures the impact of the job or the extent to which the job can affect results. Sub-factors include: significance of results, impact on scope of work, freedom to act, and amount of supervisory control.
- Personal Relationships – Measure the interaction required by the position with other positions inside and outside the City. Sub-factors include: extent and frequency of contacts, level of contacts, and nature or purpose of contacts.
- The Work Environment – Measures special requirements or conditions that are inherent in the job. Sub-factors include: physical demands, hazards, and working conditions.
- Supervisory Functions – Measure planning, organizing, budgeting, directing, instructing, setting standards, reviewing, training, counseling, and disciplining, appraising performance, and other personnel goals.
- Supervisory Accountability – Measures the depth and breadth of responsibility and authority to carry out short and long-term goals.
- Scope of Operations – Measures the types and number of positions supervised.

A questionnaire for each of the four job categories that addressed all of the factors described above was given to employees to complete. (See *Exhibits E, F, G, and H*, to review each questionnaire.) In some instances, employees who perform the same job chose to work together to complete one questionnaire. The department head reviewed each completed questionnaire and, together with employees, made any changes, additions, and/or deletions necessary to ensure that answers properly described each job. Department heads and employees signed-off on the questionnaires before submitting them for evaluation.

Position Points and Point Ranges

Guide charts were applied to the completed questionnaires to determine each position's total points.

Guide charts are used as follows:

- Each job category has its own guide chart
- Each guide chart evaluates each factor by measuring the sub-factors with that factor against the degree of least, middle, and most effort or impact
- A numerical value is assigned to each sub-factor rating in a sum total of points for each position

Once each position's total points were determined, positions in each job category were clustered in point ranges established by the Oliver System. (See *Exhibits I, J, K, and L*, for a list of positions in each job category clustered by point range.)

Development of Position Descriptions

Completed questionnaires form the foundation for development of position descriptions.

The City developed a position description for each position in each job category. Position descriptions were reviewed by employees and department heads for accuracy. (See *Exhibit M* for an example of a position description.)

Each position description includes the following:

- General Information – The date, position title; name of incumbent; title of position to whom the incumbent reports; department; position status as regular or temporary, full-time or part-time; job category and point range of the position; Fair Labor Standards Act status of the position as exempt or non-exempt; name of department head who approved the position description; and the next review date of the position.

- Position Purpose – The purpose statement indicates why the position exists.
- Essential Position Functions – Those functions which fulfill the position's purpose and which must be done, with or without reasonable accommodation.
- Marginal Functions – Those functions which are not critical, could be assigned elsewhere, and/or which occupy less than 15% of an incumbent's total work time.
- Education, Job Standards, and/or Experience – The qualifications an applicant must meet to be considered for entry into the position. Qualifications are written to address requirements an applicant must meet to "get a foot in the door" rather than to perform every position function at a fully competent level.
- Signatures and Date – Each incumbent and department head signs and dates the position description.

Establishment of the Relationship of Pay to Evaluation

Under the Oliver System, jobs are evaluated by job category, which means that pay structures are required for each job category. As can be appreciated, the variety of categories means that appropriate local, regional, and, in some instances, national labor markets must be surveyed to determine external relationships. This ensures that employees are equitably compensated with workers of like jobs in other organizations within the employer's labor market.

Ray Temple, the consultant hired by the City to install the Oliver System, conducted a survey of 25 external organizations identified within the labor market for each City of Valparaiso civilian position. The results of that survey were used to develop a wage/salary range with a minimum, midpoint, and maximum, corresponding to each point range within each job category. (See *Exhibits N, O, P, and Q*, for the salary/wage range corresponding to each point range for each job category.)

The Oliver System provides a software program to accurately compare wages/salaries paid by external organizations so that the City will be able to reevaluate and appropriately "move" salary/wage ranges as required.

Development of Compensation Administration Policies

To ensure that the compensation practices throughout each department with civilian employees are uniform, the City developed compensation administration policies. (See *Exhibit R, the Compensation Administration Policies Manual*.)

The manual addresses the numerous issues surrounding compensation administration, including:

- Purposes of compensation administration policies and manual
- Objectives of compensation administration policies
- Roles and responsibilities of department heads, the Human Resources Director, the Board of Public Works and Safety and the Mayor
- Purpose and formatting of position descriptions
- Reviewing, revising, and developing position descriptions
- Job categories
- Position points and point ranges
- Salary/wage ranges and range reevaluations
- Determination of individual salaries/wages for new hires, rehires, lateral transfers, promotions, demotions, changes in job responsibilities, and during departmental restructuring
- Salary/wage increases and the opportunities for employees to increase their salaries/wages, the use of the inflation rate, prorating an annual increase, and the time of salary/wage increases

The City will review and revise the manual as necessary. It is not a static document.

Conclusion

Properly administered, the Oliver System will allow the City of Valparaiso to control:

- Wages and salaries
- Costly employee turnover
- Risk of comparable worth and discrimination challenges

The fact that the Oliver System is an integrated system also means that it has "carry-over" value by providing such additional advantages as:

- Clearly identifying recruitment information
- Assisting in the identification of training requirements for each position
- Aiding in the implementation of a performance evaluation system
- Assisting with compliance strategies for EEO, ADA, and OSHA

EXHIBIT A

LTC Category – List of Civilian Positions

Custodian (Mayor)
Assistant Golf Course Superintendent (Park)
Assistant Superintendent of Maintenance (Park)
Building Coordinator (Park)
Golf Maintenance Greenskeeper (Park)
Groundskeeper – WL (Park)
Landscape – WL (Park)
Maintenance Property Supervisor (Park)
Mechanic (Park)
Heavy Equipment Operator (Sewer)
Laborer (Sewer)
Mechanic (Sewer)
Sewer Collections Supervisor (Sewer)
Skilled Laborer (Sewer)
Truck Driver/Light Equipment Operator (Sewer)
Assistant Superintendent (Solid Waste)
Laborer (Solid Waste)
Materials Recovery Facility - Machine Operator – WL (Solid Waste)
Materials Recovery Facility-Machine Operator (Solid Waste)
Mechanic – WL (Solid Waste)
Mechanic (Solid Waste)
Mechanic Helper (Solid Waste)
Heavy Equipment Operator (Solid Waste)
Skilled Laborer (Solid Waste)
Truck Driver/Light Equipment Operator – WL (Solid Waste)
Truck Driver/Light Equipment Operator (Solid Waste)
Unskilled Laborer (Solid Waste)
Heavy Equipment Operator (Street)
Road Supervisor (Street)
Skilled Laborer (Street)
Truck Driver/Light Equipment Operator – WL (Street)
Truck Driver/Light Equipment Operator (Street)
Maintenance/Electrical Technician – WL (Wastewater)
Maintenance/Electrical Technician (Wastewater)
Maintenance Skilled Laborer (Wastewater)
Maintenance Technician (Wastewater)
Maintenance Technician/Instrument Technician Helper (Wastewater)
Plant Operator – WL (Wastewater)
Plant Operator (Wastewater)

EXHIBIT B

OSS Category – List of Civilian Positions

Administrative Assistant (Building Commission)
Chief Inspector (Building Comm)
Chief Deputy Clerk-Treasurer (Clerk-Treasurer)
Deputy Clerk-Treasurer (Clerk-Treasurer)
Engineering Administrator (Engineering)
Engineering Assistant (Engineering)
Engineer CAD-GIS (Engineering)
Engineering Project Manager (Engineering)
Administrative Assistant (Fire)
Human Resources Assistant (HR)
Administrative Secretary (Mayor)
Receptionist (Mayor)
Administrative Secretary (Park)
Assistant Bookkeeper (Park)
Assistant Senior Recreation Director (Park)
Bookkeeper – WL (Park)
Customer Service Secretary – WL (Park)
Customer Service Secretary (Park)
Payroll/Benefits Secretary (Park)
Administrative Assistant (Project Management)
Administrative Assistant (Police)
Detective Bureau Secretary (Police)
Parking Meter Operator (Police)
Records Clerk/Telecommunicator (Police)
Telecommunicator (Police)
Secretary (Sewer)
Trained TV Skilled Laborer (Sewer)
Untrained TV Skilled Laborer (Sewer)
Administrative Assistant (Solid Waste)
Account Clerk/Office Manager (Street & Solid Waste)
Office Assistant (Street)
Administrative Assistant (Wastewater Treatment)
Instrument Technician (Wastewater)
Lab Technician (Wastewater)
Pretreatment Coordinator (Wastewater)

EXHIBIT C

PAT Category – List of Civilian Positions

Drainage Engineering Assistant (Engineering)
Horticulture Superintendent (Park)
Landscape Specialist (Park)
Economic Development Planner (Planning)

EXHIBIT D

SAM Category – List of Civilian Positions

Assistant Director (Park)
Adult Recreation Director (Park)
Golf Course Superintendent (Park)
Head Golf Professional (Park)
Maintenance/Construction Superintendent (Park)
Recreation Superintendent (Park)
Senior Recreation Director (Park)
Youth Recreation Director (Park)
Supervisor (Police)
Sewer Collections Manager (Sewer)
Operations/Maintenance Manager (Wastewater)
Water Quality Manager (Wastewater)

**LTC QUESTIONNAIRE
(LABOR, TRADES, AND CRAFTS)**

ORGANIZATIONAL FUNCTION

In what department is your position assigned? _____

What is the function of the department?

What is the general purpose of your position, and what is the title of your immediate supervisor?

DUTIES

As you list the duties of your job, please provide some details on the duty itself.

EXAMPLE:

Poor duty statement repairing trucks

Good duty statement Diagnosing repairs needed on trucks, estimating required labor and materials and performing repairs.

Daily and Weekly Duties

**Question 1: What are the duties of your job that you do daily and weekly?
Indicate the percentage of time you spend doing each duty.**

Duty

% of Time

Monthly and Seasonal Duties

Question 2: What are the duties of your job that you do Monthly and Seasonally? In addition, list any duties where you assist another employee on a regular basis. Once again, indicate the percentage of time you spend doing each specific duty.

NOTE: After completing this part, your total for "% of Time" should equal 100% for Questions 1 and 2.

Duty

% of Time

SKILLS AND KNOWLEDGE

Machines, Tools, Equipment, and Electronic Devices

Question 3: What machines, tools, equipment, and electronic devices are you required to use/operate on your job? DO NOT LIST SAFETY EQUIPMENT (you will do this later).

Machines (Example: drill press)

Tools (Example: hand tools)

Equipment (Example: driving a truck)

- Electronic Devices (Example: battery charger)

CRITICAL SKILLS / EXPERTISE

Question 4: What are the special skills and abilities an employee should have in order to do your job effectively? Also indicate how they are used.

Skills / Knowledge / Abilities

How are they used?

EXAMPLES:

Knowledge of electricity

**To install and repair
electrical wiring**

**Ability to read and accurately follow
diagrams and detailed written instructions**

**To repair hydraulic
systems**

Question 5: Look once more at the above list of special skills and abilities. What level of skill, knowledge, and ability does an employee need to do your job? Answer this by using the scale below where (1) is the lowest level and (7) is the highest. Rate each item you listed above by placing the selected number in () in front of the statement.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
lowest						highest

EXAMPLES:

(6)	Knowledge of electricity	To install and repair electrical wiring
(3)	Ability to read and accurately follow diagrams and detailed instructions	To repair hydraulic system

Question 6: What additional rules, guidelines, instructions and/or specialized procedures do you use to complete the duties you listed earlier? How are they used?

Resources

How used

EXAMPLE:

Health, Safety, and Sanitary Procedures	To perform clean-up and sanitation duties
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JOB STANDARDS

Question 7: What is the MINIMUM level of education an employee MUST HAVE to do your job? Circle ONE

Note: Related work experience means an employee's past work history will help him/her do this job.

- 1. A High School education or equivalent is NOT needed to do the job. Related work experience ALONE is enough.**
- 2. A High School education or equivalent ALONE is enough. Related work experience is NOT needed.**
- 3. A High School education or equivalent PLUS related work experience.**
- 4. A High School education or equivalent PLUS special training usually gained through vocational or trade school or formal apprenticeships. Related work experience is NOT needed.**
- 5. A High School education or equivalent PLUS special training usually gained through vocational or trade school or formal apprenticeship PLUS related work experience.**

Please explain your answer for numbers 4 or 5. What type of special training is required?

Question 8: What special requirements MUST an employee have in order to do the job effectively?

EXAMPLES: Valid driver's license, CDL, professional certification/licenses

RESPONSIBILITY

Employees Supervised

Question 9: Do you supervise or direct other employees as a REGULAR part of your job? Circle ONE: Yes No

If yes, please name the employees and his/her job title. Also state what your responsibility is over his/her work. NOTE: If you supervise others, please complete a supervisor questionnaire (SAM) in addition to this one.

Complexity of Work

Question 10: How complex is your work? On the scale below, place an X indicating where you think your position falls in terms of the complexity of MOST duties performed.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
Repetitive/ Highly Routine						Extremely Complicated/ Non-Standard

Comments:

Assignment of Work

Question 11: How is work assigned to you by your supervisor? Read the following and circle ONE:

- 1. Detailed instruction before task or duty begins.**
- 2. Close supervision with frequent checks.**
- 3. General direction in following established practices and clear-cut policies.**
- 4. General guidance allowing for employee planning of procedures and methods to attain objective.**

Comments:

Question 12: What kinds of choices or decisions are made without clearing them through the supervisor?

Supervisor's Input

Question 13: What type of DIRECT supervision do you NORMALLY receive? On the scale below, place an X indicating where you think your position falls.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
Close			In Process			On Conclusion

Comments:

Errors in Work

Question 14: Given the fact that errors could occur in your work, which statement most appropriately describes the effects of errors in your work? Read each statement and Circle ONE.

- 1. Errors are readily detected in normal course of work by standard check resulting in little or no difficulty in loss of time to correct.**
- 2. Errors are detected within the office in which they occur possibly affecting work of others, and requiring expenditures of time to correct.**
- 3. Errors may cause inaccuracies in reports, records, or technical data resulting in inaccurate or incomplete information.**
- 4. Errors may cause delays in work or losses in expenditures for materials and/or equipment or unjustified work time.**

PHYSICAL EFFORT

As you identify the Physical Activity and Physical Requirements of your position, please remember that your selections should be based upon the NORMAL EVERYDAY expectations of the job.

Physical Activity

Question 15: What physical activity is expected of this position? Read the following and Circle ALL that apply.

- 1. Climbing: Climbing up and down ladders, stairs, scaffolding, ramps, poles, and the like, using feet and legs and/or hands and arms.**
- 2. Balancing: Maintaining body equilibrium to avoid falling when walking, or crouching on narrow, slippery or moving surface.**

3. **Stooping:** Bending at the waist in a downward and forward action.
4. **Kneeling:** Coming to rest on knee(s) while bending leg(s) at knee(s).
5. **Crouching:** Bending body downward and forward as a result of bending leg and spine.
6. **Crawling:** Moving around on hands and feet or hands and knees.
7. **Reaching:** The result of extending hand(s) and arm(s) in any direction.
8. **Standing:** Particularly for long/sustained periods of time.
9. **Sitting:** Long periods of time without leaving work area.
10. **Walking:** Moving around on foot for long periods of time in order to accomplish job requirements.
11. **Pushing:** Using upper body to press against something with a steady force so as to thrust forward, downward or outward.
12. **Pulling:** Using upper body in order to draw, drag, haul or tug objectives.
13. **Lifting:** Raising objectives from a lower to a higher position or moving objects from position-to-position horizontally.
14. **Fingering:** Working with the fingers rather than with the whole hand or arm as in handling to pick, pinch, type or similar actions using the fingers.
15. **Grasping:** Using the fingers and palm to apply pressure on an object.
16. **Feeling:** Measuring the size, shape, temperature, texture or similar characteristics by touching with skin, especially the fingertips.
17. **Talking:** Using the spoken word to express or exchange ideas.

18. **Hearing:** Ability to determine the nature of sounds with or without correction to receive detailed information through oral communication and to make fine distinctions in sound.
19. **Repetitive Motions:** Substantial motions of the wrists, hands, and/or fingers.

Physical Requirements

Question 16: What physical requirements are expected of this position? Read the following and Circle ONE.

1. **Sedentary Work:** Lifting up to 15 pounds occasionally and/or a very minimum amount of force frequently or constantly to lift, carry, push or pull or otherwise move objects. Sedentary Work includes jobs where walking and standing are required only occasionally, and where the employees sit most of the time.
2. **Light Work:** Lifting up to 25 pounds occasionally, and/or up to 15 pounds of force frequently, and/or very minimum amount of force constantly to move objects. If the use of arm and/or leg controls require exertion of forces greater than that of Sedentary Work and the employee sits most of the time, the job is rated as Light Work.
3. **Heavy Work:** Lifting up to 50 pounds occasionally, and/or up to 25 pounds frequently, and/or up to 15 pounds constantly to move objects.

Visual Activity

Question 17: What are the MINIMUM visual activity requirements, including color, depth perception, and field of vision for this position? Read the following and Circle ONE.

1. Employees in this category work where the seeing job is close to the eyes. They do work which deals largely with preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small defects, small parts, operation of machines (including inspection) using measurement devices, assembly or fabrication of parts.

2. Employees in this category work where the seeing job is at or within arm's reach. (If the employee also inspects, use the "close to the eyes" standard which requires more activity). They do work which deals with machines such as lathes, drill presses, power saws, and mills. This also includes mechanics and skilled trades people and those who do work of a non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, mechanics, etc....

3. Employees in this category are mobile equipment operators. They do work which requires them to operate cars, trucks, forklifts, cranes, high lift equipment, and other light and heavy equipment.

4. Employees in this category work where the seeing job is beyond arm's reach. They do work which deals with using brooms, sweepers, buffing machines. This also includes work where accuracy and neatness is required, especially to assure health/sanitary conditions.

WORK ENVIRONMENT

Job Location

Question 18: What are the MINIMUM working conditions for this position? Read the following and Circle ALL that apply.

1. Employee works inside with protection from weather conditions, but not necessarily from temperature changes.
2. Employee works outside without effective protection from the weather.
3. Employee works both inside and outside.

4. Employee is exposed to temperatures below 32 degrees for periods of more than one hour.
5. Employee is exposed to temperatures above 100 degrees for periods of more than one hour.
6. Employee is exposed to noise. There is enough noise to cause the employee to shout in order to be heard.
7. Employee is exposed to vibration.
8. Employee is exposed to hazards. This includes a variety of physical conditions, such as working close to moving mechanical parts, electric current, working on scaffolding and high places, exposure to high heat or chemicals.
9. Employee is exposed to atmospheric conditions in which one or more of the following symptoms affect the respiratory system or the skin: fumes, odors, dusts, mists, gases, or poor ventilation.
10. Employee is exposed to oil. There is air or skin exposure to oil and other cutting fluids.
11. Employee is required to wear respirator.
12. None. Employee is not exposed to adverse environmental conditions (such as in an office or administrative work).

Safety Equipment

Question 19: What safety items are you required to use/operate on your job?

EXAMPLES: Hard hat, rubber gloves, earplugs

CERTIFICATION

I certify that the above responses are accurate and fair statements of my job.

Employee:_____ **Date:**_____

I have reviewed the content of this questionnaire. Any additions or modifications made by me were discussed with the incumbent and are listed below. This is an accurate response to the questions.

Employee's Supervisor_____ **Date:**_____

COMMENTS:

EXHIBIT F

Note: This category is now called OSS (Office Systems Specialist)

**COMOT QUESTIONNAIRE
(CLERICAL, OFFICE MACHINE OPERATORS,
AND TECHNICIANS)**

ORGANIZATIONAL FUNCTION

In what department is your position assigned? _____

What is the function of the department?

What is the general purpose of your position, and what is the title of your immediate supervisor?

DUTIES

As you list the duties of your job, please provide some details on the duty itself.

EXAMPLE:

Poor duty statement acts as receptionist

Good duty statement Screens incoming persons to the department, determining purpose of visit, and directing to the appropriate unit.

Daily and Weekly Duties

**Question 1: What are the duties of your job that you do daily and weekly?
Indicate the percentage of time you spend doing each duty.**

Duty

% of Time

Monthly and Seasonal Duties

Question 2: What are the duties of your job that you do Monthly and Seasonally? In addition, list any duties where you assist another employee on a regular basis. Once again, indicate the percentage of time you spend doing each specific duty.

NOTE: After completing this part, your total for "% of Time" should equal 100% for Questions 1 and 2.

Duty

% of Time

JOB REQUIREMENTS AND DIFFICULTY OF WORK

Machines, Tools, Equipment, and Electronic Devices

Question 3: What machines, tools, equipment, and electronic devices are you required to use/operate on your job? DO NOT LIST SAFETY EQUIPMENT (you will do this later).

Machines (Example: computer)

Tools (Example: hand tools)

Equipment (Example: driving a car)

Electronic Devices (Example: calculator)

CRITICAL SKILLS / EXPERTISE

Question 4: What are the special skills and abilities an employee should have in order to do your job effectively? Also indicate how they are used.

Skills / Knowledge / Abilities

How are they used?

EXAMPLES:

**Knowledge of computer and related
peripheral equipment**

**To process programs
and other data
processing work**

Ability to compose correspondence

**To answer questions
on hiring issues**

Question 5: Look once more at the above list of special skills and abilities. What level of skill, knowledge, and ability does an employee need to do your job? Answer this by using the scale below where (1) is the lowest level and (7) is the highest. Rate each item you listed above by placing the selected number in () in front of the statement.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
lowest						highest

EXAMPLES"

- | | | |
|------------|--|--|
| (6) | Knowledge of computer and relate peripheral equipment | To process programs and perform other data processing work. |
| (3) | Ability to compose correspondence | To answer questions on hiring issues |

Question 6: What additional rules, guidelines, and instructions and/or specialized procedures do you use to complete the duties you listed earlier? How are they used?

Resources

How used

EXAMPLE:

Accounting Procedures Manual	Procedures for completing statement of expenditure reports
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JOB STANDARDS

Question 7: What is the MINIMUM level of education an employee MUST HAVE to do your job? Circle ONE

Note: Related work experience means an employee's past work history will help him/her do this job.

- 1. A High School education or equivalent is not needed to do the job. Related work experience ALONE is enough.**
- 2. A High School education or equivalent ALONE is enough. Related work experience is NOT needed.**
- 3. A High School education or equivalent PLUS related work experience.**
- 4. A High School education or equivalent PLUS special training usually gained through vocational or trade school or formal apprenticeships. Related work experience is NOT needed.**
- 5. A High School education or equivalent PLUS special training usually gained through vocational or trade school or formal apprenticeships PLUS related work experience.**
- 6. An Associate degree in a specialized field directly related to assigned duties.**

Please explain your answer for numbers 4 or 5 or 6. What type of special training is required?

Question 8: What special requirements MUST an employee have in order to do the job effectively?

EXAMPLES: Valid driver's license, CDL, professional certifications/licenses

DIFFICULTY OF WORK

Question 9: Which is the most difficult and/or complex of the duties listed under Question 1? Why?

Question 10: How difficult is your work? Read the following and Circle THE one statement which best describes the difficulty of work.

- 1. Work involves a variety of routine tasks performed in accordance with established and prescribed procedures.**
- 2. Work involves following standardized procedures to complete assigned duties.**
- 3. Work involves moderately complex, relatively standardized tasks, processes and operations following established laws and procedures.**
- 4. Work consists of complex, varied, non-standardized tasks requiring application of numerous laws, rules, regulations, and procedures.**

Comments:

RESPONSIBILITY

Employees Supervised

Question 11: Do you supervise or direct other employees as a REGULAR part of your job? Circle ONE: Yes No

If yes, please name the employees and his/her job title. Also state what your responsibility is over his/her work. NOTE: If you supervise others, please complete a supervisor questionnaire (SAM) in addition to this one.

Assignment of Work:

Question 12: How is the work assigned to you by your supervisor? Read the following and Circle ONE:

- 1. Detailed instruction before task or duty begins.**
- 2. Close supervision with frequent checks.**
- 3. General direction in following established practices and clear-cut policies.**
- 4. General guidance allowing for employee planning of procedures and methods to attain objective.**

Question 13: What kinds of choices or decisions are made without clearing them through the supervisor?

Supervisor's Input

Question 14: What type of DIRECT supervision do you NORMALLY receive? On the scale below, place an X indicating where you think your position falls.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
Close			In Process			On Conclusion

Comments:

Errors in Work

Question 15: Given the fact that errors could occur in your work, which statement most appropriately describes the effects of errors in your work? Read each statement and Circle ONE.

- 1. Errors are readily detected in normal course of work by standard check resulting in little or no difficulty in loss of time to correct.**
- 2. Errors are detected within the office/work area in which they occur possibly affecting work of others, and requiring expenditure of time to correct.**
- 3. Errors may cause inaccuracies in reports, records, or technical data resulting in inaccurate or incomplete information.**
- 4. Errors may cause delays in work or losses in expenditures for material and/or equipment or unjustified work time.**

PERSONAL WORK RELATIONSHIPS

Question 16: While performing the duties of this job, what are the personal contacts, EXCLUDING the direct supervisor, required to complete job assignments. Circle those contacts which apply then indicate the:

Frequency:	Daily, Weekly, Monthly
Purpose:	Briefly state why the contact is required. (Example: transmittal of information)

Contacts (Circle ALL that apply)

- 1. Co-workers in immediate work group.**
Frequency:
Purpose:
- 2. Employees within your department, but located outside your immediate work area.**
Frequency:
Purpose:

3. Employees of City, County, State or Federal agencies (please list those public sector agencies).

Frequency:

Purpose:

4. Employees of businesses, corporations (please list those private sector agencies).

Frequency:

Purpose:

5. Institutional residents or inmates.

Frequency:

Purpose:

6. Public

Frequency:

Purpose:

7. Others (please explain)

Frequency:

Purpose:

Comments:

PHYSICAL EFFORT AND WORK ENVIRONMENT

As you identify the physical activity and physical requirements of your position, please remember that your selections should be based upon the **NORMAL EVERYDAY** expectations of the job.

Physical Activity

Question 17: What physical activity is expected of this position? Read the following and Circle ALL that apply.

1. **Climbing:** Climbing up and down ladders, stairs, scaffolding, ramps, poles, and the like, using feet and legs and/or hands and arms.
2. **Balancing:** Maintaining body equilibrium to avoid falling when walking, or crouching on narrow, slippery or moving surface.
3. **Stooping:** Bending at the waist in a downward and forward action.
4. **Kneeling:** Coming to rest on knee(s) while bending leg(s) at knee(s).
5. **Crouching:** Bending body downward and forward as a result of bending leg and spine.
6. **Crawling:** Moving around on hands and feet or hands and knees.
7. **Reaching:** The result of extending hand(s) and arm(s) in any direction.
8. **Standing:** Particularly for long/sustained periods of time.
9. **Sitting:** Long periods of time without leaving work area.
10. **Walking:** Moving around on foot for long periods of time in order to accomplish job requirements.
11. **Pushing:** Using upper body to press against something with a steady force so as to thrust forward, downward or outward.
12. **Pulling:** Using upper body in order to draw, drag, haul, or tug objectives.
13. **Lifting:** Raising objectives from a lower to a higher position or moving objects from position-to-position horizontally.

14. **Fingering:** Working with the fingers rather than with the whole hand or arm as in handling to pick, pinch, type or similar actions using the fingers.
15. **Grasping:** Using the fingers and palm to apply pressure on an object.
16. **Feeling:** Measuring the size, shape, temperature, texture or similar characteristics by touching with skin, especially the fingertips.
17. **Talking:** Using the spoken word to express or exchange ideas.
18. **Hearing:** Ability to determine the nature of sounds with or without correction to receive detailed information through oral communication and make fine distinctions in sound.
19. **Repetitive Motions:** Substantial motions of the wrists, hands, and/or fingers.

Physical Requirements

Question 18: What physical requirements are expected of this position? Read the following and Circle ONE.

1. **Sedentary Work:** Lifting up to 15 pounds occasionally and/or a very minimum amount of force frequently or constantly to lift, carry, push or pull, or otherwise move objects. Sedentary work includes jobs where walking and standing are required only occasionally, and where the employee sits most of the time.
2. **Light Work:** Lifting up to 25 pounds occasionally, and/or up to 15 pounds of force frequently, and/or very minimum amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that of Sedentary Work and the employee sits most of the time, the job is rated as Light Work.
3. **Heavy Work:** Lifting up to 50 pounds occasionally, and/or up to 25 pounds frequently, and/or up to 15 pounds constantly to move objects.

Visual Activity

Question 19: What are the minimum visual activity requirements, including color, depth perception and field of vision for this position? Read the following and Circle ONE.

- 1. Employees in this category work where the seeing job is close to the eyes. They do work which deals largely with preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small defects, small parts, operation of machines (including inspection) using measurement devices, assembly or fabrication of parts.**
- 2. Employees in this category work where the seeing job is at or within arm's reach. (If the employee also inspects, use the "close to the eyes" standard which requires more activity). They do work which deals with machines such as lathes, drill presses, power saws, and mills. This also includes mechanics and skilled trades people as carpenters, technicians, service people, plumbers, painters, mechanics, etc.....**
- 3. Employees in this category are mobile equipment operators. They do work which requires them to operate cars, trucks, forklifts, cranes, highlift equipment and other light and heavy equipment.**
- 4. Employees in this category work where the seeing job is beyond arm's reach. They do work which deals with using brooms, sweepers, buffing machines. This also includes work where accuracy and neatness is required, especially to assure health/sanitary conditions.**

WORK ENVIRONMENT

Job Location

Question 20: What are the MINIMUM working conditions for this position? Read the following and Circle ALL that apply?

- 1. Employee works inside with protection from weather conditions, but not necessarily from temperature changes.**
- 2. Employee works outside with no effective protection from the weather.**

3. Employee works both inside and outside.
4. Employee is exposed to temperatures below 32 degrees for periods of more than one hour.
5. Employee is exposed to temperatures above 100 degrees for periods of more than one hour.
6. Employee is exposed to noise. There is enough noise to cause the employee to shout in order to be heard.
7. Employee is exposed to vibration.
8. Employee is exposed to hazards. This includes a variety of physical conditions, such as working close to moving mechanical parts, electric current, working on scaffolding, and high places, exposure to high heat or chemicals.
9. Employee is exposed to atmospheric conditions. One or more of the following conditions that affect the respiratory system or the skin: fumes, odors, dusts, mists, gases, or poor ventilation.
10. Employee is exposed to oil. There is air and/or skin exposure to oils and the cutting fluids.
11. Employee is required to wear respirator.
12. None. Employee is not exposed to adverse environmental conditions (such as in an office or administrative work).

Safety Equipment

Question 21: What safety items are you required to use/operate on your job?

EXAMPLES: Hard hat, rubber gloves, earplugs

CERTIFICATION

I certify that the above responses are accurate and fair statements of my job.

Employee: _____ **Date:** _____

I have reviewed the content of this questionnaire. Any additions or modifications made by me were discussed with the incumbent and are listed below. This is an accurate response to the questions.

Employee's Supervisor _____ **Date:** _____

COMMENTS:

EXHIBIT G

**PAT QUESTIONNAIRE
(PROFESSIONAL, ADMINISTRATIVE
AND TECHNOLOGICAL)**

ORGANIZATIONAL FUNCTION

In what department is your position assigned? _____

What is the function of the department?

What is the general purpose of your position, and what is the title of your immediate supervisor?

DUTIES

As you list the duties of your job, please provide some details on the duty itself.

EXAMPLE:

Poor duty statement handles employment applications

Good duty statement Performs preliminary applicant interviews to obtain basic applicant and work history information.

Daily and Weekly Duties

**Question 1: What are the duties of your job that you do daily and weekly?
Indicate the percentage of time you spend doing each duty.**

Duty

% of Time

Monthly and Seasonal Duties

Question 2: What are the duties of your job that you do Monthly and Seasonally. In addition, list any duties where you assist another employee on a regular basis. Once again, indicate the percentage of time you spend doing each specific duty.

NOTE: After completing this part, your total for "% of Time" should equal 100% for Question 1 and 2.

Duty

% of Time

JOB REQUIREMENTS

Machines, Tools, Equipment, and Electronic Devices

Question 3: What machines, tools, equipment, and electronic devices are you required to use/operate on your job? DO NOT LIST SAFETY EQUIPMENT (you will do this later).

Machines (Example: computer)

Tools (Example: medical instruments)

Equipment (Example: driving a car)

Electronic Devices (Example: laboratory testing equipment)

CRITICAL SKILLS / EXPERTISE

Question 4: What are the special skills and abilities an employee should have in order to do your job effectively? Also indicate how they are used.

Skills / Knowledge / Abilities

How are they used?

EXAMPLES:

Knowledge of the fundamentals of interviewing and recruitment

To conduct an initial screening of applicants for positions

Ability to communicate effectively, both orally and in writing

To determine what management is looking for in applicants for vacant positions

Question 5: Look once more at the above list of special skills and abilities. What level of skill, knowledge, and ability does an employee need to do your job? Answer this by using the scale below where (1) is the lowest level and (7) is the highest. Rate each item you listed above by placing the selected number in () in front of the statement.

(1)	(2)	(3)	(4)	(5)	(6)	(7)
lowest						highest

EXAMPLES:

(5)	Knowledge of the fundamentals of interviewing and recruitment	To conduct an initial screening of applicants for positions
(3)	Ability to communicate effectively, both orally and in writing	To determine what management is looking for in applicants for vacant positions

Question 6: What additional rules, guidelines, instructions and/or specialized procedures do you use to complete the duties you listed earlier? How are they used?

Resources

How used

EXAMPLE:

Formal Grievance Procedures

Procedures for handling disciplinary appeals

JOB STANDARDS

Question 7: What is the MINIMUM level of education an employee MUST HAVE to do your job? Circle ONE of the following after considering the HIGHEST LEVEL of education required for the job.

- 1. High School**
- 2. Vocational School**
- 3. Two Years of Higher Education**
- 4. Four Years of Higher Education**
- 5. Four Years + of Higher Education**

Please explain your answer, providing information of the type of education required (degrees, course of study)

Please list related work experience required for the job.

Note: Related work experience means an employee's past work history will help him/her do this job.

Question 8: What special requirements MUST an employee have in order to do the job effectively?

EXAMPLES: Valid driver's license, CDL, professional certifications / license / training

DIFFICULTY OF WORK

Question 9: What laws, rules, regulations, policies, practices, and techniques do you use as guidelines in performing the job? Please list those that you use and further explain each in terms of clarity and their ease of applicability.

Definitions: *Clarity* = Are their meanings easy to understand or do you have to interpret what is meant?

***Applicability* = Are they easy to apply in your job or are there difficulties?**

Question 10: Look back at your answers for questions 1 and 2. What are the most difficult duties of this job? Explain in terms of complexity of assignments, problem solving, decision making, and methods used to complete assignments.

RESPONSIBILITY

Question 11: Do you supervise or direct other employees as a REGULAR part of your job? Circle ONE: Yes No

If yes, please name the employees and his/her job title. Also state what your responsibility is over his/her work. NOTE: If you supervise others, please complete a supervisor questionnaire (SAM) in addition to this one.

Question 12: Where does your work come from, and where does it go when completed?

Question 13: When is your work reviewed by your supervisor and for what purpose?

Question 14: When and for what purpose does the supervisor provide you with detailed or technical instructions?

Definition: *Technical instructions* = Instructions given to interpret codes and provide when you request them.

Question 15: What are the most critical decisions you must make independently? How often do these decisions occur?

Definition: *Independently* = Decisions made without direct supervisory input.

Question 16: If you were to make an error in judgment or procedure in the performance of your job duties, what is the most serious consequence that could result? Please cite an example and result.

Question 17: Is it possible that this error would not be detected by the individual that reviews your work? If yes, please explain.

PERSONAL WORK RELATIONSHIPS

Question 18: While performing the duties of this job, what are the personal contacts, excluding the direct supervisor, required to complete job assignments? Circle those contacts which apply. Then indicate the:

Frequency: Daily, weekly, monthly

Purpose: Briefly state why the contact is required, i.e.... transmittal of information, interpretation to others, or problem-solving

Contacts (Circle ALL that apply)

- 1. Co-workers in immediate work group**

Frequency:

Purpose:

- 2. Employees within your department, but located outside immediate work group.**

Frequency:

Purpose:

- 3. Employees of public sector organizations (county, city, state, or federal agencies). Please list the names of those organizations.**

Frequency:

Purpose:

- 4. Employees of private sector organizations (businesses, corporations). Please list the names of those organizations.**

Frequency:

Purpose:

5. Institutional residents or inmates.

Frequency:

Purpose:

6. Public

Frequency:

Purpose:

7. Others (please specify)

Frequency:

Purpose:

Use this space to add additional contacts and explain the personal work relationships.

PHYSICAL EFFORT AND WORK ENVIRONMENT

As you identify the Physical Activity and Physical Requirements of your position, please remember that your selection should be based upon the NORMAL, EVERYDAY expectations of the job.

Physical Activity

Question 19: What physical activity is expected of this position? Read the following and circle ALL that apply.

1. **Climbing:** Climbing up and down ladders, stairs, scaffolding, ramps, poles, and the like, using feet and legs and/or hands and arms.
2. **Balancing:** Maintaining body equilibrium to avoid falling when walking, or crouching on narrow, slippery or moving surface.
3. **Stooping:** Bending at the waist in a downward and forward action.
4. **Kneeling:** Coming to rest on knee(s) while bending leg(s) at knee(s).
5. **Crouching:** Bending body downward and forward as a result of bending leg and spine.
6. **Crawling:** Moving around on hands and feet or hands and knees.
7. **Reaching:** The result of extending hand(s) and arm(s) in any direction.
8. **Standing:** Particularly for long / sustained periods of time.
9. **Sitting:** Sitting for extended periods without freedom to leave worksite.
10. **Walking:** Moving around on foot for long periods of time in order to accomplish job requirements.
11. **Pushing:** Using upper body to press against something with a steady force so as to thrust forward, downward or outward.
12. **Pulling:** Using upper body in order to draw, drag, haul or tug objectives.
13. **Lifting:** Raising objectives from a lower to a higher position or moving objects from position-to-position horizontally.
14. **Fingering:** Working with the fingers rather than with the whole hand or arm as in handling to pick, pinch, type or similar actions using the fingers.
15. **Grasping:** Using the fingers and palm to apply pressure on an object.

16. **Feeling:** Measuring the size, shape, temperature, texture or similar characteristics by touching with skin, especially the fingertips.
17. **Talking:** Using the spoken word to express or exchange ideas.
18. **Hearing:** Ability to determine the nature of sounds with or without correction to receive detailed information through oral communication and to make fine distinctions in sound.
19. **Repetitive Motions:** Substantial motions of the wrists, hands, and/or fingers.

Physical Requirements

Question 20: What physical requirements are expected of this position? Read the following and Circle ONE.

1. **Sedentary Work:** Lifting up to 15 pounds occasionally and/or a very minimum amount of force frequently or constantly to lift, carry, push or pull or otherwise move objects. Sedentary Work includes jobs where walking and standing are required only occasionally, and where the employees sit most of the time.
2. **Light Work:** Lifting up to 25 pounds occasionally, and/or up to 15 pounds of force frequently, and/or very minimum amount of force constantly to move objects. If the use of arm and/or leg controls require exertion of forces greater than that of Sedentary Work and the employee sits most of the time, the job is rated as Light Work.
3. **Heavy Work:** Lifting up to 50 pounds occasionally, and/or up to 25 pounds frequently, and/or up to 15 pounds constantly to move objects.

Visual Activity

Question 21: What are the MINIMUM visual activity requirements, including color, depth perception, and field of vision for this position? Read the following and Circle ONE.

1. Employees in this category work where seeing the job is close to the eyes. They do work which deals largely with preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small defects, small parts, operation of machines (including inspection) using measurement devices, assembly or fabrication of parts.
2. Employees in this category work where the seeing job is at or within arm's reach. (If the employee also inspects, use the "close to the eyes" standard which requires more activity). They do work which deals with machines such as lathes, drill presses, power saws, and mills. This also includes mechanics and skilled trades people and those who do work of non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, etc....
3. Employees in this category are mobile equipment operators. They do work which requires them to operate cars, trucks, forklifts, cranes, high lift equipment, and other light and heavy equipment.
4. Employees in this category work where the seeing job is beyond arm's reach. They do work which deals with using brooms, sweepers, buffing machines. This also includes work where accuracy and neatness is required, especially to assure health / sanitary conditions.

WORK ENVIRONMENT

Job Location

Question 22: What are the MINIMUM working conditions for this position? Read the following and Circle ALL that apply.

1. Employee works inside with protection from weather conditions, but not necessarily from temperature changes.
2. Employee works outside without effective protection from the weather.
3. Employee works both inside and outside.
4. Employee is exposed to temperatures below 32 degrees for periods of more than one hour.
5. Employee is exposed to temperatures above 100 degrees for periods of more than one hour.

6. Employee is exposed to noise. There is enough noise to cause the employee to shout in order to be heard.

7. Employee is exposed to vibration.

8. Employee is exposed to hazards. This includes a variety of physical conditions, such as working close to moving mechanical parts, electric current, working on scaffolding and high places, exposure to high heat or chemicals.

9. Employee is exposed to atmospheric conditions in which one or more of the following symptoms affect the respiratory system or the skin: fumes, odors, dusts, mists, gases, or poor ventilation.

10. Employee is exposed to oil. There is air/skin exposure to oil and other cutting fluids.

11. Employee is required to wear respirator.

12. None. Employee is not exposed to adverse environmental conditions (such as in an office or administrative work).

Safety Equipment

Question 23: What safety items are you required to use/operate on your job?

EXAMPLES: Hard hat, air masks, rubber gloves, ear plugs

CERTIFICATION

I certify that the above responses are accurate and fair statements of my job.

Employee:_____ Date:_____

I have reviewed the content of this questionnaire. Any additions or modifications made by me were discussed with the incumbent and are listed below. This is an accurate response to the questions.

Employee's Supervisor_____ Date:_____

COMMENTS:

**SAM QUESTIONNAIRE
FOR
SUPERVISORS AND MANAGERS**

ORGANIZATIONAL FUNCTION

In what department is your position assigned? _____

What is the function of the department?

What is the general purpose of your position, and what is the title of your immediate supervisor?

Instructions for this Questionnaire

This questionnaire describes supervisory functions. Read the definitions carefully to determine if they apply to what you do as a supervisor.

Many positions do not perform all of the functions. If the function is not applicable to your position, please indicate in the space provided and go on to the next function.

If the function does apply:

- 1. Describe your duties based upon the definition; and**
- 2. Cite examples of how you apply them.**

A. Planning: Planning is devising a scheme, manner or way of arranging your department's work production or operations, including the daily work flow and staff capabilities, long range and short range goals, objectives and/or priorities and deadlines.

- 1. Describe:**
- 2. Cite Example:**

3. Describe the time span used for planning and organizing to meet your work deadlines (e.g., work is planned daily, work is planned on a short-term cycle, work is planned on a long-term cycle, etc...).

B. Organizing: Organizing is arranging work in your department in order to accommodate an orderly flow of work. Organizing may involve simple sequencing of work in your department or coordinating the work in several departments in order to complete the project.

1. Describe:

2. Cite Examples:

C. Budgeting: Budgeting is predicting the needed personnel, equipment and supplies, and other monetary requirements for a stipulated time. The budgetary process normally requires justification of the request.

1. Describe:

2. Cite Example:

3. To whom and how do you justify and recommend your budget request?

D. Directing: Directing is assigning duties to subordinates in order to assure that the tasks are performed in the most efficient manner. Duties may be assigned directly to subordinates or to subordinate supervisors and may involve the coordination of various operations.

1. Describe:

2. Cite Example:

E. Instructing: Instructing is explaining policies, procedures, programs and objectives arising during the course of work directly to employees by verbal or written instructions or through subordinate supervisors.

1. Describe:

2. Cite Example:

F. Setting Standards: Setting standards is establishing work standards (quality and quantity) for work performed within your department. Please specify whether you establish, approve, revise and/or ensure adherence to such standards.

1. Describe:

2. Cite Example:

G. Reviewing: Reviewing is examining work of subordinates, during or upon completion, for quality, compliance with standards, cost and goal accomplishments, conformance to policy, accuracy and other elements.

1. Describe:

2. Cite Example:

H. Training: Training is providing or arranging for formal training (not on-the-job instruction) for your department which would include the WHY of doing a job not just HOW to do it. This would include determining training needs, teaching, establishing needed training programs and evaluating the effectiveness of the training.

1. Describe:

2. **Cite Example:**

I. **Counseling and Disciplining:** Counseling and disciplining involves developing or carrying out employee relations policies, resolving informal or formal grievances and/or recommending disciplinary action up to and including termination. It also involves discussing problems or complaints with employees.

1. **Describe:**

2. **Cite Example:**

J. Appraising Performance: Appraising performance involves comparing an employee's job performance to established performance standards (e.g. quality, quantity and timeliness standards); providing counseling, guidance and/or motivation for improvement; and assuring the fair application of standards in the appraisal process. It also involves developing performance standards in conjunction with the employee.

1. Describe:

2. Cite Example:

K. Other Personnel Functions: Other personnel function includes interviewing, evaluating, selecting, or recommending individuals for hire; establishing methods for employee development (i.e., career advancement); and approving and recommending an employee's leave time.

1. Describe:

2. Cite Example:

L. Supervision Received: Describe how you are accountable to your supervisor for the operation of your department in terms of the following:

1. work methods and related problems:

2. productivity:

3. quality of work produced:

4. budget:

5. staffing and/or organizational changes:

6. department objectives; and

7. direction and/or guidance received from your supervisor.

Other Comments:

CERTIFICATION

I certify that the above responses are accurate and fair statements of my job.

Employee: _____ **Date:** _____

I have reviewed the content of this questionnaire. Any additions or modifications made by me were discussed with the incumbent and are listed below. This is an accurate response to the questions.

Employee's Supervisor: _____ **Date:** _____

EXHIBIT I

LTC Category Civilian Positions Grouped by Point Range

600-695 points

- Assistant Superintendent of Maintenance (Park)
- Sewer Collections Supervisor (Sewer)
- Assistant Superintendent (Solid Waste)
- Road Supervisor (Street)
- Maintenance/Electrical Technician – WL (Wastewater)
- Maintenance/Electrical Technician (Wastewater)

500-595 points

- Assistant Golf Course Superintendent (Park)
- Maintenance Property Supervisor (Park)
- Mechanic (Sewer)
- Mechanic – WL (Solid Waste)
- Mechanic (Solid Waste)
- Materials Recovery Facility - Machine Operator – WL (Solid Waste)
- Heavy Equipment Operator (Solid Waste)

400-495 points

- Mechanic (Park)
- Heavy Equipment Operator (Sewer)
- Materials Recovery Facility-Machine Operator (Solid Waste)
- Truck Driver/Light Equipment Operator – WL (Solid Waste)
- Truck Driver/Light Equipment Operator (Solid Waste)
- Heavy Equipment Operator (Street)
- Plant Operator – WL (Wastewater)
- Plant Operator (Wastewater)
- Maintenance Technician (Wastewater)
- Maintenance Technician/Instrument Technician Helper (Wastewater)

300-395 points

- Landscape – WL (Park)
- Groundskeeper – WL (Park)
- Truck Driver/Light Equipment Operator (Sewer)
- Skilled Laborer (Solid Waste)
- Mechanic Helper (Solid Waste)
- Truck Driver/Light Equipment Operator – WL (Street)
- Truck Driver/Light Equipment Operator (Street)
- Maintenance Skilled Laborer (Wastewater)

200-295 points

- Building Coordinator (Park)
- Golf Maintenance Greenskeeper (Park)
- Custodian (Mayor)
- Skilled Laborer (Sewer)
- Laborer (Solid Waste)
- Skilled Laborer (Street)

100-195 points

- Laborer (Sewer)
- Unskilled Laborer (Solid Waste)

EXHIBIT J

OSS Category Civilian Positions Grouped by Point Range

600-695 points

- Engineer CAD-GIS (Engineering)
- Engineering Assistant (Engineering)
- Engineering Project Manager (Engineering)
- Instrument Technician (Wastewater)

500-595 points

- Chief Inspector (Building Comm)
- Administrative Secretary (Mayor)
- Chief Deputy Clerk-Treasurer (Clerk-Treasurer)
- Deputy Clerk-Treasurer (Clerk-Treasurer)
- Telecommunicator (Police)
- Trained TV Skilled Laborer (Sewer)
- Pretreatment Coordinator (Wastewater)

400-495 points

- Engineering Administrator (Engineering)
- Human Resources Assistant (HR)
- Bookkeeper – WL (Park)
- Administrative Assistant (Police)
- Records Clerk/Telecommunicator (Police)
- Account Clerk/Office Manager (Street & Solid Waste)
- Lab Technician (Wastewater)

300-395 points

- Administrative Assistant (Building Commission)
- Administrative Assistant (Fire)
- Administrative Secretary (Park)
- Assistant Senior Recreation Director (Park)
- Customer Service Secretary – WL (Park)
- Customer Service Secretary (Park)
- Payroll/Benefits Secretary (Park)
- Assistant Bookkeeper (Park)
- Parking Meter Operator (Police)
- Detective Bureau Secretary (Police)
- Administrative Assistant (Project Management)
- Secretary (Sewer)
- Administrative Assistant (Solid Waste)
- Office Assistant (Street)
- Administrative Assistant (Wastewater Treatment)

200-295 points

- Receptionist (Mayor)
- Untrained TV Skilled Laborer (Sewer)

EXHIBIT K

PAT Category Civilian Positions Grouped by Point Range

600-695 points

Drainage Engineering Assistant (Engineering)

500-595 points

Horticulture Superintendent (Park)

Economic Development Planner (Planning)

400-495 points

Landscape Specialist (Park)

EXHIBIT L

SAM Category Civilian Positions Grouped by Point Range

40-49 points

- Sewer Collections Manager (Sewer)
- Assistant Director (Park)
- Supervisor (Police)
- Operations/Maintenance Manager (Wastewater)
- Water Quality Manager (Wastewater)

30-39 points

- Golf Course Superintendent (Park)
- Recreation Superintendent (Park)
- Maintenance/Construction Superintendent (Park)

20-29 points

- Adult Recreation Director (Park)
- Youth Recreation Director (Park)
- Head Golf Professional (Park)
- Senior Recreation Director (Park)

EXHIBIT M

CITY OF VALPARAISO

Position Description

DATE: January, 2000
POSITION: Administrative Secretary
INCUMBENT: Loretta Dobbins
REPORTS TO: Mayor
DEPARTMENT: Mayor's Office

POSITION STATUS: Regular, Full-Time
CTGY/PT RANGE: OSS/500-595
FLSA STATUS: Non-Exempt
APPROVED BY: Mayor
NEXT REVIEW OF POSITION: 01/01

Position Purpose

To manage the workload assigned and the responsibilities associated with the Mayor's Office

Essential Position Functions

Responsible for:

- Screening incoming persons and/or telephone calls, determining needs and directing them accordingly. Includes handling complaints in a courteous and efficient manner
- Performing secretarial duties to include, but not limited to, transcribing dictation, composing correspondence, memorandums and proclamations for Mayor's signature
- Maintaining daily schedule for Mayor including incoming invitations, coordinating meetings, pulling files for next days appointments
- Preparing draft of City Council agendas, ordinances and resolutions for Mayor's review. Includes preparing final draft and distributing accordingly

Marginal Functions

Responsible for:

- Assisting receptionist and scheduling available employees to assist when required

THE INTENT OF THIS POSITION DESCRIPTION IS TO PROVIDE A REPRESENTATIVE SUMMARY OF THE ESSENTIAL AND MARGINAL RESPONSIBILITIES PERFORMED BY INCUMBENTS OF THIS POSITION. INCUMBENTS MAY BE REQUESTED TO PERFORM JOB-RELATED TASKS OTHER THAN THOSE SPECIFICALLY PRESENTED IN THE DESCRIPTION.

Education, Job Standards and/or Experience

To be successful in this position an applicant must possess:

- A high school education or equivalent plus experience
- The ability to use equipment and machines including, but not limited to: computer and office equipment
- A knowledge of computer and related equipment to transcribe dictation and maintain schedules
- An ability to explain and enforce City policies, procedures, and standards
- An effective use of written and verbal communication skills
- An ability to work with others
- A willingness to complete job responsibilities as assigned

- An ability to solve problems in order to correctly respond to questions
- An ability to organize and prioritize work to meet scheduling requirements
- An ability and willingness to work overtime as required

Employee's Name *(Please Print)*

Supervisor's Name *(Please Print)*

Employee's Signature

Supervisor's Signature

Date

Date

THE CITY OF VALPARAISO IS AN EQUAL OPPORTUNITY EMPLOYER

THIS POSITION DESCRIPTION DOES NOT CONSTITUTE AN EMPLOYMENT CONTRACT
THE CITY IS AN AT-WILL EMPLOYER

EXHIBIT N

LTC Category Salary/Wage Ranges

NOTE: All positions in the LTC Category are hourly non-exempt.

	<u>Min</u>	<u>Mid</u>	<u>Max</u>
600-695 points	32,510 15.63/hr	40,638 19.54/hr	48,765 23.44/hr
500-595 points	29,288 14.08/hr	36,610 17.60/hr	43,932 21.12/hr
400-495 points	26,386 12.69/hr	32,983 15.86/hr	39,579 19.03/hr
300-395 points	23,771 11.43/hr	29,714 14.29/hr	35,657 17.14/hr
200-295 points	21,415 10.30/hr	26,769 12.87/hr	32,123 15.44/hr
100-195 points	19,293 9.28/hr	24,117 11.59/hr	28,940 13.91/hr

EXHIBIT O

OSS Category Salary/Wage Ranges

NOTE: All positions in the OSS Category are hourly non-exempt or salaried non-exempt.

	<u>Min</u>	<u>Mid</u>	<u>Max</u>
600-695 points	27,824 13.38/hr	34,781 16.72/hr	41,737 20.07/hr
500-595 points	25,067 12.05/hr	31,334 15.06/hr	37,600 18.08/hr
400-495 points	22,583 10.86/hr	28,229 13.57/hr	33,874 16.29/hr
300-395 points	20,345 9.78/hr	25,431 12.23/hr	30,517 14.67/hr
200-295 points	18,329 8.81/hr	22,911 11.01/hr	27,493 13.22/hr

EXHIBIT P

PAT Category Salary/Wage Ranges

NOTE: All positions in the PAT Category are salaried exempt.

	<u>Min</u>	<u>Mid</u>	<u>Max</u>
600-695 points	35,742	44,678	53,613
500-595 points	32,200	40,250	48,300
400-495 points	29,009	36,262	43,514
300-395 points	24,162	31,185	38,207

EXHIBIT Q

SAM Category Salary/Wage Ranges

NOTE: All positions in the SAM Category are salaried exempt.

	<u>Min</u>	<u>Mid</u>	<u>Max</u>
40-49 points	37,435	46,944	56,153
30-39 points	33,725	42,157	50,588
20-29 points	30,383	37,979	45,575

EXHIBIT R

**City of Valparaiso
Compensation Administration Policies**

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Adopted

1.0 **INTRODUCTION**

The City of Valparaiso's compensation administration policies are designed to assure uniform compensation practices throughout all departments and to enable the City to attract, motivate, reward, and retain high quality people to accomplish the mission of the City.

These policies are not designed to be a substitute for sound management judgement. They contain sufficient flexibility to meet the varied needs of each department, as well as the City as a whole, and will permit necessary changes to remain effective in the future.

In order to be an effective management tool, the City's compensation administration policies are reevaluated and updated on a continuing basis.

This manual does not constitute a contract and any promises or statement to the contrary are disavowed.

NOTE: This manual is available for all employees to read upon request of their Department Head.

2.0 **PURPOSE AND OBJECTIVES**

2.01 *DEFINITIONS*

Normal approval refers to a salary/wage action that is within the authority of a Department Head to approve and does not require prior and/or additional approval. Such salary/wage actions may only be taken if a departmental budget is sufficient to bear the cost of the actions.

Exceptional approval refers to a salary/wage action that is not within the authority of a Department Head to approve without prior and/or additional approval. Exceptional approval does not negate the requirement for Department Heads to ensure that the departmental budget is sufficient to bear the cost of an approved action.

An **exempt position** is a position that is not covered by the overtime pay provisions of the Fair Labor Standards Act. Employees in exempt positions are not entitled to overtime pay. Generally speaking, exempt positions are supervisory, administrative, or professional in nature.

A **non-exempt position** is a position that is not exempt from the overtime pay provisions of the Fair Labor Standards Act. Employees in non-exempt positions are entitled to overtime pay. Generally speaking, non-exempt positions include clerical, maintenance, technicians, laborers, craftsmen, and machine operators.

A **working leader position** is a non exempt position. A working leader has the same job responsibilities as other employees with the same position description and the additional responsibilities associated with being the working leader. For information regarding the salary/wages of employees promoted into or demoted from working leader positions, see Section 8.04 and 8.05.

2.02 *PURPOSES OF COMPENSATION ADMINISTRATION POLICIES*

The City of Valparaiso's compensation administration policies are intended to:

1. Establish and maintain an equitable compensation structure, utilized by all City departments, which ensures that every position, intra and interdepartmentally, is fairly compensated in relation to every other position in the same position category.
2. Maintain a compensation structure that is adequately competitive when benchmarked against equivalent positions in other communities and/or organizations.

3. Ensure full compliance with all pertinent governmental guidelines and regulations regarding compensation.
4. Provide a foundation for planning, implementing, and controlling all compensation expenditures through required budgetary processes.

2.03 *PURPOSES OF THE COMPENSATION ADMINISTRATION POLICIES MANUAL*

The purposes of this manual are to:

1. Establish written compensation administration policies and procedures so that the City has a consistent reference source and may take action within the limits of relevant federal, state and local laws and regulations to achieve desired outcomes.
2. Clearly state the roles and responsibilities assigned to elected officials and Department Heads as they relate to the City's compensation administration policies and procedures.
3. Assure uniformity of the application of compensation administration policies and procedures by Department Heads on matters that require normal approval.
4. Ensure a method for reviewing compensation administration actions throughout all City departments on matters that require exceptional approval.

2.04 *OBJECTIVES OF COMPENSATION ADMINISTRATION POLICIES*

Because of the importance of equitable and competitive compensation, the City's compensation policies are aimed toward the attainment of the following objectives:

1. Internal Equity

To provide a salary/wage range for each position that objectively reflects its relationship to other positions within the same job category.

2. External Competitiveness

To provide a salary/wage range for each position that attracts and retains the talented employees required to achieve the City's mission.

Adopted

3. Continuity

To provide the capability of responding to changes in organizational structure, job design and external market influences through:

- a. revision of position descriptions where job content has substantially changed;
- b. development of descriptions for new positions; and,
- c. periodic reevaluation of salary/wage ranges.

Adopted

3.0 **APPLICABILITY OF COMPENSATION ADMINISTRATION POLICIES**

The compensation administration policies and procedures published in this manual apply to all exempt and non-exempt positions.

These policies do not apply to:

- Elected officials;
- Department Heads;
- Police Officers and Firefighters;
- Individuals appointed to serve on a City Board or Commission;
- Attorneys who serve the City; and,
- Individuals with employment contracts.

4.0 ROLES AND RESPONSIBILITIES

4.01 *DEPARTMENT HEADS*

All Department Heads are accountable for compliance with the City's compensation policies and procedures. Accountabilities common to all Department Heads include:

1. Maintaining position descriptions for all subordinates and reporting changes in job content to subordinates as they occur.
2. Communicating compensation policies to all subordinates to aid in the understanding of the impact of policies upon individual employees.
3. Conferring with the Human Resources (HR) Director before offering a position to an applicant, if the Department Head intends to offer a starting salary/wage that is within normal approval limits. See Section 2.01.
4. Conducting annual reviews of all positions to determine whether or not there is a need to revise existing job descriptions and, in those cases where such a need is present, informing the HR Director within the timeframe specified by HR.
5. Between annual reviews, immediately informing the HR Director of the need to revise an existing position description, when there is a considerable change in job content, a change in departmental structure, or any other change that the Department Head believes will result in a change in position points, job category, or both for a position.
6. Immediately informing the HR Director of the need to develop position descriptions for positions for which the Department Head intends to seek approval to create.
7. Assisting the HR Director in the development of new position descriptions and the revision of existing position descriptions.

4.02 *HUMAN RESOURCES (HR) DIRECTOR*

The Human Resources (HR) Director is responsible for the maintenance of the compensation system utilized by the City. The HR Director ensures that the following are accomplished:

1. Proper and consistent application of the Oliver System on a continuing basis.
2. Maintenance of the most current job descriptions for all positions throughout the City.

3. Conducting position analyses, identifying job categories, assigning position points, and developing position descriptions for all newly created positions, with assistance from Department Heads. All of the above are submitted to the Board of Works for review and action.
4. Annual revisions of all job descriptions are completed as requested by and with assistance from Department Heads.
5. Between annual reviews, revisions of existing position descriptions are completed at the request of and with assistance from Department Heads. Revisions are considered when there is a considerable change in job content, a change in departmental structure, or any other change that the Department Head believes will result in a change in position points, job category, or both for a position.
6. Reports or observations of inconsistencies among Department Heads in offering starting salaries/wages that are within Department Heads' normal approval limits.
7. Reevaluations of salary/wage ranges for all positions are conducted every three years. Findings are submitted to the Board of Works.
8. Consultation with Oliver and Associates, or any other individual or organization, as requested by the Mayor, regarding conducting reviews of existing descriptions, determining job categories and assigning position points for newly created positions or substantially changed positions, and reviewing every three years the salary/wage ranges for all positions.
9. Classification of all positions as exempt or non-exempt in accordance with the Fair Labor Standards Act regulations.
10. Compliance with governmental controls related to the compensation practices and actions by public entities, including informing the Board of Works of the need to amend any section of this manual in order to remain in compliance.

4.03 THE BOARD OF WORKS AND MAYOR

The Board of Works (BOW) and Mayor are responsible for the following, subject to the salary ordinance:

1. The BOW has overall responsibility for the direction and control of compensation policies, acting within requirements established by federal, state and local laws and regulations.
2. The BOW approves changes to this manual.

Adopted

3. The Mayor reviews and takes appropriate action on all position analyses, assigned job categories and position points, and position descriptions developed by the HR Director for all newly created positions.
4. The BOW reviews and takes appropriate action on a report of findings regarding the results of the review of salary/wage ranges for all positions conducted every three years by the HR Director.
5. The Mayor reviews and takes action, if deemed appropriate, regarding inconsistencies by Department Heads in the starting salaries/wages offered to new hires that are within normal approval limits. See Section 2.01.
6. The Mayor must authorize salary/wage actions requested by a Department Head that go beyond a Department Head's normal approval limits and, therefore, require exceptional approval. See Section 2.01.
7. The Mayor must approve "additional compensation" (one-time awards separate from the compensation policies) to exempt supervisors, usually for taking on additional responsibilities on a temporary basis, or for other reasons, as deemed appropriate.

5.0 **THE PURPOSE AND FORMAT OF POSITION DESCRIPTIONS**

5.01 *PURPOSE OF POSITION DESCRIPTIONS*

Position descriptions serve several purposes including, but not limited to the following:

1. Informing job applicants about the work they will be doing, if they are hired.
2. Providing information needed to implement the Oliver System.
3. Establishing a basis from which an employee's work performance can be evaluated.
4. Providing information essential to demonstrate compliance with specific federal and state laws and regulations.
5. Providing a tool for Department Heads to use in aiding them in their review of department structure, division of labor, workforce demands, etc.

NOTE: It is the responsibility of each Department Head to ensure that each employee under his or her supervision has a current copy of his or her position description.

5.02 *THE FORMAT OF A POSITION DESCRIPTION*

A position description is divided into the three sections described below.

Purpose

The **purpose** is a brief statement indicating why the position exists. If there is no purpose for a position, then there is no reason for that position to exist.

While the functions of a position might be ascertained from its purpose, the purpose is not simply a restatement of position functions.

Examples of an appropriate and inappropriate position purpose statement for the same position follow:

Inappropriate

Purpose Statement: To perform all required typing, filing, reception, and customer service tasks in the HR Department.

Appropriate

Purpose Statement: To provide all support services necessary for the HR Department to function effectively and efficiently.

Essential And Marginal Functions

A position's **essential functions** are those which fulfill the position's purpose and which must be done, with or without reasonable accommodation.

A position's **marginal functions** are those which are not critical, could be assigned elsewhere, and/or which occupy less than 15% of an incumbent's total work time.

There are, however, some exceptions to the 15% "rule." For example, if a function is performed once a year, but can only be performed by the position's incumbent, it is an essential function, not a marginal function.

Essential and marginal functions are generally best described as outcomes or processes rather than a list of tasks or activities. When functions are expressed as tasks or activities, the position description tends to be very long and, in spite of every effort to make it comprehensive, some tasks or activities are often left out.

Examples of the function stated as an outcome or process and then stated as a list of tasks follow:

A function stated

as a process:

Coordinate the Prevention Program's annual drug and urine screens.

The same function

stated as a task list:

Call provider to establish dates and times for the Prevention Program's annual drug and urine screens; develop a calendar for employees to sign-up for screens; write instructions to include with calendar addressing screening of spouses, make-up screening, and new hire screening; and, make arrangements with the Clerk-Treasurer's office to process payments from spouses for screens.

A function stated

as an outcome:

Ensure that the monthly payment for short-term and long-term disability insurance is made on time.

**The same function
stated as a task list:**

Maintain a current list of new hires and terminations; use that list to complete the "Monthly Changes" form provided by the disability insurance carrier; calculate the payment due using the formula provided on the carrier's "Payment Due" form; complete the "Accounts Payable Voucher" form; and, submit voucher to the Clerk-Treasurer's office no later than the Monday prior to the next Board of Works meeting.

NOTE: Functions **do not** reflect the job performance expected from a new hire or introductory employee. Functions reflect the job performance expected from a fully trained incumbent.

Education, Job Standards, and/or Experience

Education, Job Standards, and/or Experience are the qualifications an applicant must meet to be considered for entry into the position.

The qualifications required to "get a foot in the door" of a position must be precise, for it is this section that:

- a. defines the applicant selection pool;
- b. establishes the City's level of risk associated with unfair and/or negligent hiring practices; and,
- c. promotes consistent application of the Oliver System.

Every qualification must be directly linked to a position's functions and Department Heads must be able to articulate why the functions of a position can not be adequately performed without each qualification being met.

It is the policy of the City that the education, job standards, and/or experience section of all position descriptions be written to include as many applicants as possible.

Developing this section of a position description requires a Department Head to consider many factors before deciding which qualifications to include.

From the perspective of regulatory agencies, some of the most suspect qualifications relate to education and experience. If too narrowly defined, education and experience qualifications may, in and of themselves, unfairly limit the applicant selection pool and become the cause of hiring practices which violate specific federal acts and guidelines.

The federal courts have ruled that educational requirements that cannot be directly linked to job performance are discriminatory. Before stating that a high school diploma, GED, or college degree is needed for entry into a position, a Department Head must be able to demonstrate why. Department Heads should ask themselves, "Which functions of a position could not be performed without such a qualification being met?"

Generally, it is difficult to justify the need for non-specific degrees or to justify that one degree from a "list" of college majors is acceptable. It is better to specify courses or training that would make an applicant able to perform essential functions of the job.

Often in the qualification section of a position description, there is an indication that some exchange of education for experience, or experience for education is acceptable. Before including such an exchange, Department Heads should ask themselves, "What is the basis for such a determination?" It may be an arbitrary decision not founded by fact or even reasonableness. If so, do not include an exchange.

The term "related experience" should never be used. The experience required for a position should be exact and clear.

When addressing qualifications related to specific knowledge or to the operation of identified pieces of equipment, for example, there is a need to distinguish between those qualifications that an applicant must already possess before being considered for entry into a position and those for which an applicant must have "the ability to learn" or "the ability to obtain" before being considered for entry into a position.

All this is not intended to say that there are no positions for which prior education, job standards, and/or experience, are not valid requirements. It is important, however, to include only the minimum qualifications required for entry into a position.

6.0 **REVIEWING, REVISING, AND DEVELOPING POSITION DESCRIPTIONS**

Well written job descriptions furnish the basis for determining the proper relationship of each job to others within the same category and for accurately assigning position points.

Whether developing a position description for a newly created position or revising an existing position description, however, the methods employed by the Oliver System are utilized.

6.01 *ANNUAL REVIEW OF POSITION DESCRIPTIONS*

Position descriptions for every position in every department are reviewed annually to ensure that the job category and position points remain accurate.

6.02 *POSITION DESCRIPTIONS FOR REVISED AND NEWLY CREATED POSITIONS*

A prime consideration in any organization is the increased effectiveness of the organization. This frequently involves extensive consideration of the utilization of existing personnel, availability of new personnel, personnel costs and budget constraints.

Departmental restructuring or reorganization aimed at increasing effectiveness tends to broaden some jobs and lessen others, and/or eliminate some jobs and create others

The HR Director collaborates with the Department Head and any staff designated by the Department Head to revise position descriptions of existing positions and to develop position descriptions for newly created positions, at the direction of the Department Head.

When departmental restructuring or reorganization of the nature described above occurs, the position descriptions revised for existing positions and/or the position descriptions developed for newly created positions are "interim" position descriptions to be used by employees for a six month period. During that period of time, a Department Head has the opportunity to make any final changes to those revised and/or developed position descriptions that may result when the restructuring or reorganization is actually implemented.

At the end of six months after employees have worked in revised and/or newly created positions, "permanent" job descriptions are prepared for final review as required in Section 4.0.

For information regarding the salary/wages of employees working under "interim" job descriptions see Section 8.07.

7.0 **JOB CATEGORIES, POINT RANGES, AND SALARY/WAGE RANGES**

7.01 *JOB CATEGORIES*

The Oliver System places every position into one of the following job categories:

1. **LTC:** Labor, Trades and Crafts
2. **OSS:** Office Systems Specialists
3. **PAT:** Professional, Administrative and Technological
4. **SAM:** Supervisors and Managers

7.02 *POSITION POINTS AND POINT RANGES*

Based on the information provided in order to write the job description, each position is assigned a specific number of position points.

Each job category is broken down into several point ranges. The point ranges for each job category are shown below, in descending order from highest to lowest:

LTC: 600-695
500-595
400-495
300-395
200-295
100-195

PAT: 600-695
500-595
400-495
300-395

OSS: 600-695
500-595
400-495
300-395
200-295

SAM: 40-49
30-39
20-29

Each position description includes the job category and the position's point range.

7.03 *SALARY/WAGE RANGES*

A salary/wage range is attached to each point range in each job category.

Salary/wage ranges do not reflect or include pay for additional time or overtime hours worked by non-exempt employees.

Salary/wage ranges do not reflect or include service pay, pay for being a safety officer or for fulfilling a statutory requirement, additional compensation as defined in Sections 4.03 and 9.01, or any earnings other than base salary/wages. Employees do not, therefore, move along the salary/wage range when compensated for service time, for being a safety officer, or for any of the other reasons named in the preceding sentence.

NOTE: If an employee reaches the cap of his or her salary/wage range, the employee is not eligible for any further salary/wage increases, except those that do not move the employee along the salary/wage range, until the cap on the salary/wage range increases after a salary/wage range reevaluation, (see Section 7.04), or unless the employee is promoted or there is a change in the employee's position description as a result of a department reorganization or restructuring (see Sections 8.04 and 8.07).

Salary/wage ranges for non-exempt employees are based on a 40 hour work week. Therefore, adjustments are made for positions with work weeks of less than 40 hours. For example, a \$20,000 annual salary for a 40 hour per week position would be \$17,500 for a 35 hour per week position.

7.04 *SALARY/WAGE RANGE REEVALUATIONS*

At least every three years the HR Director reevaluates the salary/wage ranges for all positions within the City utilizing the Oliver System.

Reevaluations may, however, be conducted more or less frequently, if deemed necessary by the Board of Works.

The Board of Works approves any adjustments to salary/wage ranges made as a result of a reevaluation.

Adopted

7.05 *THE IMPACT OF A SALARY/WAGE REEVALUATION ON EMPLOYEES*

When, as a result of a salary/wage range reevaluation, salary/wage ranges move upward, some employees' salaries/wages may fall below the newly established minimums of their respective ranges. As a general rule, an employee's salary/wage will be increased to the new minimum, effective at the beginning of the calendar year following the reevaluation.

The type of salary/wage increase described in the paragraph above supplements rather than supplants an annual salary/wage increase or an increase given for any other reason.

8.0 DETERMINATION OF INDIVIDUAL SALARIES/WAGES

8.01 *NEW HIRES*

NOTE: City of Valparaiso Police Officers and Firefighters who resign or retire from the Police Department and Fire Department respectively and are then hired to work in a civilian position in the City, are treated as new hires. Some Police Officers and Firefighters hired to work in civilian positions may, however, be eligible to continue health insurance without interruption, depending upon the amount of time that elapsed from the time of separation from the Police or Fire Department until the time of hiring as a civilian.

1. In cases where an applicant's qualifications are equal to the entry level requirements, the starting salary/wage should be the minimum of the applicable range.
2. There may, however, be instances where an applicant's qualifications exceed the minimum requirements for a position. In those cases, a starting salary/wage that is higher than the minimum of the applicable range might be appropriate.

Such decisions are made by Department Heads and are considered salary/wage actions within normal approval limits, provided Department Heads stay within the prescribed guidelines that are described below.

Following are the guidelines Department Heads must follow when deciding whether or not to make a job offer of a starting salary/wage that is higher than the minimum of the applicable range:

- a. When the education and/or experience an applicant possesses exceeds the minimum requirements and is beneficial to performing the position functions, the minimum starting salary/wage may be increased by 3% for every year of additional experience and/or education, up to the midpoint of the applicable range.

For some positions, such as that of a receptionist, education and/or experience beyond a certain point no longer provides added value, and that point might be less than the midpoint of the applicable range, and increasing the starting salary/wage further would be inappropriate.

- b. When skills and/or knowledge an applicant possesses (gained in some way other than from education or experience) exceeds the minimum requirements and is beneficial to performing the position functions, the minimum starting salary/wage may be increased up to the midpoint of the applicable range, as determined to be appropriate by a Department Head.

NOTE: Department Heads may apply a. or b. to a new hire, not both.

- c. Whenever a Department Head decides to make an offer of a salary/wage which is higher than the minimum, but that does not exceed the midpoint of the applicable range, the HR Director must be conferred with before the offer is made.
 - d. If a Department Head believes a starting salary/wage that exceeds the midpoint of the applicable salary/wage range is warranted, exceptional approval is required, and the Mayor must be petitioned.
3. Conversely, there may be instances when there are no applicants who meet the minimum qualifications but, a Department Head believes there is an applicant who has the ability to correct any deficiencies within a reasonable period of time, not to exceed the introductory period. In such a case, a starting salary/wage that is lower than the minimum of the applicable range might be appropriate. Such decisions may be made by Department Heads and are considered salary/wage actions within normal approval limits, provided Department Heads stay within the prescribed guidelines that are described below.

Following are the guidelines Department Heads must follow when deciding whether or not to make a job offer of a starting salary/wage that is lower than the minimum of the applicable range:

- a. When an applicant does not meet a qualification or qualifications necessary for entry into a position, but can demonstrate to the satisfaction of a Department Head that such requirements will be met within a reasonable period of time, not to exceed the introductory period, the starting salary/wage may be lowered to 80% of the minimum of the applicable salary/wage range until the minimum requirements are met. At such time, the salary/wage will be increased to the minimum of the applicable range.

Under no circumstances may a starting salary/wage that is set below the minimum salary/wage for the applicable range be less than minimum wage. If that would be the result of the salary/wage action, the starting salary/wage must be set at minimum wage.

NOTE: Generally, deficiencies related to prior experience requirements do not lend themselves to being “made up” after beginning employment. For that reason, under such circumstances, extra special consideration should be given before offering a starting salary/wage which is less than the minimum of the applicable range.

- b. Whenever a Department Head decides to make an offer of a salary/wage that is lower than the minimum of the applicable range, the HR Director must be conferred with before the offer is made.
- c. If a Department Head believes that a starting salary/wage lower than 80% of the minimum of the applicable range is warranted, exceptional approval is required, and the Mayor must be petitioned.

8.02 *REHIRED EMPLOYEES*

- 1. Individuals who voluntarily terminate employment with the City and are rehired within six months of their termination date are treated as follows:
 - a. If a rehired employee is placed in the same position that he or she held immediately prior to termination, the employee’s starting salary/wage is the same as it was at the time of termination.
 - b. If a rehired employee is placed in a different position from the one he or she held immediately prior to termination, the employee’s starting salary/wage is based on the relationship between the position into which he or she is being hired and the position he or she held at the time of termination. Depending upon that relationship, the rules for promotion, demotion, or lateral transfer apply.

NOTE: For an individual rehired within six months of his or her termination date, PTO and health insurance benefits continue as if there was no interruption in employment. Service time, however, starts all over again, even if an individual is rehired within six months of his or her termination date.

- 2. Individuals who voluntarily terminate employment with the City and are rehired after six months of their termination date are treated the same as any other new hire.

8.03 *LATERAL TRANSFERS*

A **lateral transfer** is defined as a position change that meets one of the following criteria:

- a. a move from one position to another position within the same job category and the same applicable point range; or
- b. a move to a position in a different job category with a salary/wage range that has a maximum which is no more than \$2,000 higher or lower than the position the employee is leaving.

Lateral transfers may occur as the result of an employee's request or a department need.

Lateral transfers do not result in salary/wage changes.

If, for some reason, a Department Head believes a salary/wage change for a lateral transfer is warranted, exceptional approval is required, and the Mayor must be petitioned.

8.04 *PROMOTIONS*

A **promotion** is defined as a move from one position to another position that meets one of the following criteria:

- a. a move to a working leader position within the same job category and the same point range; or
- b. a move from one position to another within the same job category, but that has a higher point range; or
- c. a move to a position in a different job category with a salary/wage range that has a maximum which is more than \$2,000 higher than the position the employee is leaving.

Employees who are promoted to working leader positions receive a 5.5% salary/wage increase. The salary/wage increase may not, however, make the employee's salary/wage exceed the maximum of the applicable range.

Employees who are promoted as a result of b. or c. receive an 11% salary/wage increase. The salary/wage increase must, at least, place the employee at the minimum of the new salary/wage range, but the increase may not make the employee's salary/wage exceed the maximum of the new range.

Salary/wage increases outside the parameters of those described when a promotion occurs require exceptional approval, and Department Heads must petition the Mayor.

NOTE: Rules associated with a promotion may apply to an individual in an “interim” and, later, a “permanent” position, resulting from a departmental restructuring or reorganization. See Section 8.07 for information regarding applying the rules associated with a promotion to a departmental reorganization or restructuring.

8.05 *DEMOTIONS*

A **demotion** is defined as a move from one position to another position that meets one of the following criteria:

- a. a move from a working leader position to the equivalent position, but without working leader status, within the same job category and the same point range; or
- b. a move from one position to another, with a lower point range, within the same job category; or
- c. a move to a position in a different job category with a salary/wage range that has a maximum which is more than \$2,000 lower than the position the employee is leaving.

When a demotion is the result of inadequate job performance or is requested by the employee, the employee’s salary/wage will be at the same point in the new applicable salary/wage range as it was in the salary/wage range from which the employee is moving.

In the case of a working leader who is demoted for inadequate job performance or at the employee’s request, the employee’s salary/wage is reduced by 5.5%. If the employee’s salary/wage increase when promoted to working leader was less than 5.5%, because of the employee reaching the maximum of the applicable salary/wage range, the employee’s salary/wage is reduced to the salary/wage immediately preceding the employee’s promotion to working leader, (assuming there have been no salary/wage increases since the employee’s move to working leader).

When a demotion is the result of a change in job content or departmental structure (also considered a downward evaluation of a position) and is not related to an employee’s job performance, the employee’s salary/wage remains the same.

Any salary/wage changes outside the parameters of those described for demotions require exceptional approval, and Department Heads must petition the Mayor.

NOTE: Rules associated with a demotion may apply to an individual in an “interim” and, later, a “permanent” position, resulting from a departmental restructuring or reorganization. See Section 8.07 for information regarding applying the rules associated with a demotion to a departmental reorganization or restructuring.

8.06 *CHANGES IN JOB RESPONSIBILITIES*

A **change in job responsibilities** is defined as a permanent and considerable change in the position’s essential and/or marginal job functions made by a Department Head that changes an LTC, OSS, or PAT position’s points by at least 15, or a SAM position’s points by at least two, but does not move the position into a higher or lower point range.

NOTE: A change in job responsibilities should not be confused with a promotion, demotion, or lateral transfer since it is the position that changes, not the incumbent moving into an open position. Rules associated with a change in job responsibilities may apply, however, to an individual in an “interim” and, later, a “permanent” position, resulting from a departmental restructuring or reorganization. See Section 8.07 for information regarding applying the rules associated with a change in job responsibilities to a departmental reorganization or restructuring.

When the position points for LTC, OSS, or PAT positions change by, at least, 15, the following salary/wage increases or decreases apply:

<u>Point Change</u>	<u>Salary/Wage Change</u>
15 – 19 points	1% salary/wage change
20 – 38 points	2% salary/wage change
39 – 57 points	3% salary/wage change
58 – 76 points	4% salary/wage change
77 – 95 points	5% salary/wage change

When the position points for SAM positions change by, at least, 2, the following salary/wage increases or decreases apply:

<u>Point Change</u>	<u>Salary/Wage Change</u>
2 points	1% salary/wage change
3 – 4 points	2% salary/wage change
5 – 6 points	3% salary/wage change
7 – 8 points	4% salary/wage change
9 points	5% salary/wage change

Any salary/wage changes outside the parameters of those described for changes in job responsibilities require exceptional approval, and Department Heads must petition the Mayor.

8.07 *“INTERIM” AND “PERMANENT” POSITIONS ASSOCIATED WITH DEPARTMENTAL RESTRUCTURING OR REORGANIZATION DESCRIBED IN SECTION 6.02*

An “interim” position description, whether for a newly created position or for a revised existing position, as described in Section 6.02, is reviewed by the HR Director to determine the position’s points. The Department Head determines the specific salary/wage, by applying the appropriate rules associated with promotions, demotions, or changes in job responsibilities, to the employee who will hold the “interim” position.

At the end of the six month “interim” period, a “permanent” position description is written and reviewed by the HR Director to determine the position’s points.

If a salary/wage change is warranted, the Department Head will apply the appropriate rules described in Section 8.06, and change the employee’s salary/wage to reflect the points associated with the “permanent” position description.

NOTE: In most cases there will be less than a 15 point change (for LTC, OSS, and PAT positions) or less than a two point change (for SAM positions), between an “interim” position description and the “permanent” position description written six months later.

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In some cases, however, the change in points between an “interim” position description and its subsequent “permanent” position description may exceed 15 (for LTC, OSS, and PATs) or two (for SAMs), in which case an employee’s salary/wage will be increased or decreased according to the appropriate table in Section 8.06.

Any salary/wage changes outside the parameters of those described for “interim” and “permanent” positions require exceptional approval, and Department Heads must petition the Mayor.

9.0 SALARY/WAGE INCREASES

9.01 *OPPORTUNITIES FOR EMPLOYEES TO INCREASE THEIR SALARY/WAGES*

NOTE: In the year 2000, the City will begin investigating the possibility of developing a skill based competency pay system. It is anticipated that it would take at least three years before such a system would be ready to implement, if approved.

Employees have the opportunity to increase their salary/wage in a number of ways including working overtime, working on-call, temporarily performing the work of a position with a higher point range and/or salary/wage range, considerably changing job responsibilities, or being promoted.

NOTE: While working overtime and on-call, and changes in job responsibilities are addressed in the *Personnel Policies Manual* and/or this manual, temporarily performing the work of a position with a higher point range and/or salary range is not addressed anywhere. Therefore, it will be addressed here.

Non-exempt employees will be compensated at a higher rate of pay if they are required by their Department Head or supervisor, for any reason, to perform the work outside of their position description, but within a position that has a higher point range and/or a higher salary/wage range. Such compensation will cover all time worked in the other position. The rate of pay an employee is paid while performing the work of a position with a higher point range and/or higher salary/wage range is determined as follows: an employee is put at the same place in the new salary/wage range as the employee is in the salary/wage range for the position that he or she holds. For example, if an employee is at the midpoint of the salary/wage range for the position he or she holds, then the employee would be paid at the rate of pay for the midpoint of the salary/wage range of the position in which he or she temporarily performs work.

Examples of additional opportunities for employees to increase their salary/wage, include, but are not necessarily limited to:

- Service time- this does not move an employee along his or her salary/wage range
- Being a working leader- this does move an employee along his or her salary/wage range

- Annual salary/wage increases- this does move an employee along his or her salary/wage range
- Being a departmental safety officer or fulfilling a statutory requirement, such as those associated with the requirements for the Chief Deputy Clerk-Treasurer-- this does not move an employee along his or her salary/wage range

NOTE: The annual pay for a safety officer or for an employee fulfilling a statutory requirement varies, depending upon number of points assigned to the position. An employee receives the additional compensation only while the employee performs those responsibilities.

9.02 *USE OF THE INFLATION RATE AND PRORATING ANNUAL INCREASES*

The inflation rate, as determined by the Department of Labor, is used as a tool to determine the amount or percentage of annual increases.

An annual salary/wage increase for an individual who has been employed for less than the entire time period to which the salary/wage increase applies, is prorated to the nearest half month based on the number of months the individual has been employed.

An annual salary/wage increase for an individual who has been employed in more than one position during the time period to which the salary/wage increase applies, is divided, to the nearest half month, based upon the number of months the employee worked in each position.

9.03 *THE TIMING OF SALARY/WAGE INCREASES*

Annual salary/wage increases are effective at the beginning of the calendar year.

A salary/wage increase for service time is effective on an employee's anniversary.

All other salary/wage increases are effective at the time a salary/wage increasing event occurs.

NOTE : All salary/wage increases are contingent upon money being available in the departmental and City budgets.