



MUNICIPAL POSITION RATING MANUAL

FINAL COPY
MAY 2006

TABLE OF CONTENTS

<u>FACTORS</u>	<u>PAGE</u>
1. Education/Basic Knowledge	2
2. Experience.....	3
3. Judgment and Initiative	4
4. Supervision Required	5
5. Accountability.....	6
6. Contacts with Others.....	7
7. Confidentiality.....	8
8. Physical Environment.....	9
9. Manual Skills	10
10. Physical Effort	11
11. Occupational Risks	12
12. Character of Supervision.....	13
13. Scope of Supervision	14
 <u>APPENDICES</u>	
POINTS ASSIGNED TO FACTOR DEGREES	15
POSITION RATING FORM	16
POSITION RATING SUMMARY SHEET	17
GRADE DETERMINATION	18

1. EDUCATION/BASIC KNOWLEDGE

This factor measures the basic knowledge, acquired through either formal education or specialized training, which is essential to successful performance in the position. The knowledge may have been acquired by self-study or by training on jobs of lesser degree. This factor is expressed below both in terms of knowledge and equivalent education for convenience.

1st Degree

Equivalent to 10th grade education. No specialized skills necessary. Duties require the ability to communicate in writing or orally. Must be able to follow simple instructions.

2nd Degree

Equivalent to high school education. Apprenticeship (entry level) knowledge of crafts or trades. Requires knowledge of basic arithmetic, English and grammar. Ability in simple bookkeeping, posting and filing functions. Operational ability with office equipment such as, calculators, copiers, and/or cash registers. Ability to operate a motor vehicle.

3rd Degree

High school education and vocational competence or specialized training equal to 1-2 years of college. Journeyman ability in trades or crafts. Duties involve use of semi-complex procedures requiring special knowledge or ability, e.g., bookkeeping, general knowledge of a personal computer, ability to operate specialized heavy motor equipment such as a roll-off truck, snowplow, grader, backhoe, etc.

4th Degree

Four year college education or master ability in trades and crafts. Intensive knowledge of a specialized field (e.g., civil engineering, education, accounting, marketing, specific trade) as well as general knowledge of related fields; or broad knowledge of major municipal function activities.

5th Degree

Master's Degree. Work requires advanced theoretical or technical knowledge of a highly specialized professional field (e.g., business administration, public administration, public health).

6th Degree

Doctoral degree equivalency in an advanced and highly specialized field such as law or medicine.

2. EXPERIENCE

Experience measures the length of time usually required by someone, with the specified educational background or knowledge, to learn to perform the duties effectively under normal supervision.

Remember that the length of time required to become proficient at a job includes previous qualifying experience from related work or lesser jobs as well as on-the-job training. Years of experience that are used to meet the education requirements of the position may not be used in the experience factor.

1st Degree

Up to and including 6 months.

2nd Degree

Over 6 months and including 1½ years.

3rd Degree

Over 1½ years up to and including 3 years.

4th Degree

Over 3 years up to and including 5 years.

5th Degree

Over 5 years up to and including 7 years.

6th Degree

Over 7 years up to and including 10 years.

7th Degree

Over 10 years.

3. JUDGMENT AND INITIATIVE

This factor measures the complexity of the duties, the relative level of intellectual demand, the degree of independent action and the extent to which duties are dictated by standard practice or the exercise of judgment. Consider criteria such as the creative effort used in devising new methods, techniques, policies and procedures and the degree of participation in the formulation of long- and short-range plans and policies.

1st Degree

Little individual judgment. Simple repetitive or routine duties, requiring the use of definite procedures. Work is either done under immediate supervision or involves little choice as to the method of performance.

2nd Degree

Choice of two or more alternative approaches. Repetitive or routine duties which are well defined by procedure and limited in scope, but requires the use of some judgment or minor decision making.

3rd Degree

Short-term planning where duties typically involve significant ongoing learning and incorporating new information into activities and plans, some research into new areas, the use of independent judgment in developing plans and problem solving, all related to a particular subject area or function. Many of these activities may be requested by a manager rather than self-determined. Plans and activities will be subject to regular managerial oversight and review. At this level, the employee is not generally involved in significant long-term planning.

4th Degree

Responsible for long-term planning where duties will have an impact on a department. Coordination of multiple project plan development and providing direction to employees developing short-term or project plans. This level typically provides the final major technical evaluation of projects or new initiatives.

5th Degree

Responsible for long-term planning where duties typically will have an impact on the entire organization and/or community-wide. May serve as arbiter or advisor on implementation of policy to other managers. Will be involved in the strategic planning effort of CSWD.

6th Degree

Plays a key role in the strategic planning of CSWD. May be the final interpreter of policy. Is likely to be involved in almost all critical decisions or recommendations to the Board. Provides leadership and direction to other managers at times.

7th Degree

Directs the overall activity of the municipality by exercising authority and accepting responsibility for planning, operation and oversight.

4. SUPERVISION REQUIRED

This factor measures the degree to which the individual's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work, and handles exceptional cases. In rating the relative degree of independence the individual exercises, consider the necessity, extent and closeness of supervision.

1st Degree

Under direct supervision, with assignments of work at frequent intervals and a regular check of performance.

2nd Degree

Under general supervision, where duties are sufficiently proceduralized to allow individual to perform independently on routine work, referring all questionable cases to supervisor.

3rd Degree

Works under general supervision within clear policies and procedures, but may determine priority of tasks and may modify established procedures to better reach goals. Situations involving potential exceptions to policies will generally be referred to supervisor, but some independent judgments may be made, which are then reviewed after the fact. May be self-directing.

4th Degree

Works under general management guidance consistent with plans and goals previously developed. Self-managing on a daily basis. Empowered to act independently as needed within area of responsibility subject to later review and will typically consult with manager and others on problems and direction. Provides analysis and recommendations for action in area of expertise. Operates under less clear cut guidelines.

5th Degree

Has a formal manager but primarily works in a collaborative relationship with that person. Self-managing. Will typically be consulted by managers for guidance on issues that are not fully covered by policies.

6th Degree

Exercises authority over total operations of municipality in conformance with general directives and objectives set forth by governing body; seeks counsel of governing body only on matters of policy adjustment or where required by law.

5. ACCOUNTABILITY

This factor measures the responsibility for preventing errors due to carelessness. In rating this factor, consider the following: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations. Results of errors can be measured in damage to buildings and equipment, labor and material costs for correction, jeopardy to municipal programs, monetary loss, personal injury, danger to public health and safety, etc.

1st Degree

Probable errors can be easily and quickly detected, usually by the employee. Consequences would result only in minor confusion, involving minimal time and expense for correction.

2nd Degree

Probable errors are usually detected in succeeding operations. Supervisors check most work. Consequences would include time loss caused in back checking by others and slowdowns in the processing of routine work.

3rd Degree

Probability that errors could be serious due to the operation of large, complex or potentially dangerous equipment. Most work is not verified or checked. Consequences would include minor monetary losses due to waste of materials, damage to buildings and equipment, minor personal injuries or delays in processing important information.

4th Degree

Duties include responsibilities for which errors in judgment would typically be within a project or major activity within a department. Consequences could result in excessive costs, delay of service, bad public relations, or legal repercussions.

5th Degree

Duties include responsibilities for which errors in judgment could severely impact the operation of a department or division and could have significant legal or financial repercussions for the organization. The employee may ultimately be accountable for the errors of others as well as their own.

6th Degree

Duties include responsibilities for which errors in judgment could severely impact the operation of the organization and have significant legal or financial repercussions. It is also possible that the impact of these errors would not be quickly detected. The employee may ultimately be accountable for the errors of others as well as their own.

7th Degree

Duties involve primary responsibility for the entire operation of the municipality. Errors in judgment have far-reaching effects on the municipality's ability to deliver services and the public's confidence.

6. CONTACTS WITH OTHERS

This factor measures the relative level of human interaction and the responsibility which goes with the job for meeting, dealing with, and influencing other persons. In rating this factor, consider how often the contacts are made, whether they involve furnishing or obtaining information only, or whether they involve influencing others.

1st Degree

Little or no interaction with others. Employee works alone most of the time except with immediate co-workers and own supervisor.

2nd Degree

Duties require contacts with other persons within the department on routine matters and occasional contacts with other departments or the general public. Employee must be able to work harmoniously with others and furnish or obtain routine information in a manner requiring ordinary courtesy and tact.

3rd Degree

Duties require the ability to deal with the public on behalf of a department, to communicate semi-complex or detailed information to municipal employees or the general public, or to discuss controversial subjects or supervisory matters where tact is required to avoid friction and obtain cooperation. Contacts with other employees or the general public occur under conditions requiring tact, understanding and patience.

4th Degree

Duties require presentations to groups or personnel of high level and facilitation of group interactions, either within the organization or with the general public. Successful contacts may require the ability to organize complex information and deliver it clearly, respond to questions and concerns persuasively, and develop support for, compliance or commitment to particular projects or activities important to the organization.

5th Degree

In addition to presenting to and working effectively in group contexts, or with personnel of high level, significant time is spent negotiating with and/or influencing vendors, governmental officials, and the general public.

6th Degree

Duties involve frequent contact with local, state, and federal government officials and community leaders to protect and promote the municipality's interests. Employee must possess high degrees of diplomacy and judgment and must be able to work effectively with and influence all types of persons. Duties require well developed sense of strategy and timing in representing the municipality effectively in critical and important situations which may influence the well-being of the municipality.

7. CONFIDENTIALITY

This factor measures the discretion and integrity required by those employees with access to privileged information handled or obtained in the normal performance of duties. In rating this factor, consider the nature of the information, the degree to which the full significance and meaning of the information is apparent to the employee, and whether disclosure would compromise the position of the municipality or the public, or constitute a breach of security.

1st Degree

Has no exposure to confidential information.

2nd Degree

Has access to some confidential information including limited personnel records where the effect of any disclosure would probably be negligible or where the full significance would not be apparent in the work performed.

3rd Degree

Works with limited confidential information such as municipal personnel records, bid proposals, etc., which, if disclosed, might have an adverse effect on employee morale or municipal public relations.

4th Degree

Has regular access at the department level to a wide variety of confidential information such as criminal investigations, negotiating positions, etc., or confidential information relating to inter-departmental project plans and programs.

5th Degree

Has full and complete access to all municipal confidential information.

8. PHYSICAL ENVIRONMENT

This factor measures the surroundings or environmental conditions under which the job must be done and the extent to which they make the job disagreeable. Consider the elements which hinder the employee's ability to perform assigned duties.

1st Degree

Usual office working conditions with few distractions or unpleasant elements.

2nd Degree

Good working conditions with occasional exposure to machine or related noise or unpleasant elements such as chemical fumes, dust, heat, cold, oil, etc. Includes work under typical shop conditions or outdoor work that is suspended when weather conditions are poor.

3rd Degree

Somewhat undesirable working conditions with frequent exposure to noise, fumes, dust, heat, cold, oil, odors, and other elements. Work may involve general cleaning, confinement to cramped quarters, or frequent performance of duties out-of-doors with exposure to weather extremes.

4th Degree

Undesirable working conditions. Duties involve continuous presence of irritating or unpleasant elements or continuous performance of duties out-of-doors with exposure to weather extremes.

5th Degree

Extremely undesirable working conditions. Work requires high degree of tolerance to combinations of extremely unpleasant elements. Employee must be relieved at frequent intervals in order to protect physical well-being and/or safety.

9. MANUAL SKILLS

This factor measures the degree to which the job requires motor coordination, manipulative ability and the coordination of manual dexterity with mental and/or visual attention. Consider the occupational application of manipulative ability and motor coordination in work situations of varying lengths of concentration.

1st Degree

Duties are mental rather than physical.

2nd Degree

Duties are largely mental rather than physical but the job may occasionally require manual skills for activities such as moving objects, cash registers, keyboarding, filing and operating a motor vehicle.

3rd Degree

Duties may involve frequent use of manual skills requiring finger dexterity and motor coordination. Examples include operating a computer, cash registers, using power tools, climbing a ladder, preparing scale drawings and operating an automobile or pick up truck.

4th Degree

Duties may involve close coordination of finger dexterity, manipulation and motor control under conditions which require extreme accuracy. The manual skills required are comparable to those which might be needed to repair complex equipment, conduct laboratory tests, or operate heavy equipment trucks and trailers.

5th Degree

Duties may involve a high degree of mental concentration and hand/eye coordination for long periods of time in performing activities such as those which use miniature instruments.

10. PHYSICAL EFFORT

This factor measures the degree of physical effort required in the performance of job duties. Consider the physical activities of manual labor, standing, walking, etc. as well as the exertion of physical force for intermittent or short periods.

1st Degree

Duties require minimal physical effort.

2nd Degree

Duties require occasional light to moderate physical effort in carrying, lifting or moving materials or equipment, or walking or standing approximately half of the time.

3rd Degree

Duties require frequent moderate physical effort in carrying, lifting or moving bulky materials or equipment, or walking or standing all of the time.

4th Degree

Duties require frequent moderate physical effort in carrying, lifting or moving bulky materials or equipment, or walking or standing all of the time with occasional heavy physical effort in pulling, pushing or lifting.

5th Degree

Duties require considerable strength and endurance in performing heavy manual labor for extended time periods.

11. OCCUPATIONAL RISKS

This factor measures the relative degree of exposure to hazards which might cause injury on the job. In rating this factor, consider both the probability of injury as well as the severity of injuries, if an accident actually occurred.

1st Degree

Duties generally do not present any occupational risk. Minor injury could occur, however, through employee failure to follow safety procedures. Examples of injury include minor bruises from falls, minor cuts or burns, or muscular strains from lifting or carrying heavy equipment or materials.

2nd Degree

Duties present occasional risk of minor injuries which could result in loss of time from work. Examples of injury include burns from chemicals, steam or fire, muscular strains from working with heavy materials and illness from exposure to communicable diseases.

3rd Degree

Duties present frequent risk of minor injuries which could result in loss of time from work. Examples of injury include burns from chemicals, steam or fire, muscular strains from working with heavy materials and illness from exposure to communicable diseases.

4th Degree

Duties involve frequent exposure to hazardous conditions involving the possibility for serious injury; or duties involve occasional exposure to conditions which could result in total and permanent disability or loss of life.

5th Degree

Duties involve frequent exposure to hazardous conditions involving the possibility for injuries which could result in total and permanent disability or loss of life.

12. CHARACTER OF SUPERVISION

This factor should only be used when rating positions which involve supervisory duties. In rating the character of supervision, a number of factors should be considered: (1) type of supervision (functional, technical, direct, administrative, etc.); (2) accountability, measured in terms of responsibility for specific results, operational costs and methods; (3) responsibility for personnel actions (hiring, discipline, termination, orientation, training, developing policies and procedures, etc.); and (4) budget development and control through subordinates.

1st Degree

Supervision over other employees in the same or a closely related classification where the work of the supervised employee(s) is essentially the same as the work of the supervisor. Supervision is limited to occasional explanation and guidance. May assume relief responsibility. No responsibility for costs, methods or personnel.

2nd Degree

Provides supervision over a department or division with time spent assigning, checking and reviewing work which has standardized procedures. Supervisory responsibility includes direct accountability for quantitative and qualitative results, but does not extend to personnel or budgetary activities. May act as department head or division head during absences.

3rd Degree

Provides supervision of a department or division, including major participation in service delivery, personnel actions, manpower planning and budget development and control.

4th Degree

Has supervisory responsibilities for a department or division including all personnel actions, manpower planning, and budget development and control.

5th Degree

Directs and coordinates the operations of two or more departments or one department with two or more divisions through subordinate supervisors who are responsible for supervision over individual departments or divisions. May assume temporary responsibility for entire municipality in chief executive's absence.

6th Degree

Directs, coordinates, plans, and organizes the overall operation of the municipality in conformance with general objectives and directives established by governing body.

13. SCOPE OF SUPERVISION

This factor should only be used when rating positions which involve supervisory duties. In rating the scope of supervision, consider the number of persons generally supervised. Part-time employees should be combined and converted to full-time equivalents.

1st Degree

Supervises 2 or fewer persons.

2nd Degree

Supervises more than 2 but seldom over 5 persons.

3rd Degree

Supervises more than 5 but seldom over 10 persons.

4th Degree

Supervises more than 10 but seldom over 25 persons.

5th Degree

Supervises more than 25 but seldom over 50 persons.

6th Degree

Supervises more than 50 but seldom over 100 persons.

7th Degree

Supervises more than 100 persons.

POINTS ASSIGNED TO FACTOR DEGREES

	1st Degree	2nd Degree	3rd Degree	4th Degree	5th Degree	6th Degree	7th Degree
	1	2	3	4	5	6	7
1 Education/Basic Knowledge	15	30	45	60	75	100	
2 Experience	20	40	60	80	100	125	150
3 Judgement and Initiative	15	30	45	60	75	90	105
4 Supervision Required	5	10	20	40	50	60	
5 Accountability	5	10	20	30	40	60	80
6 Contacts with others	5	10	20	40	60	80	
7 Confidentiality	5	10	15	20	25		
8 Physical Environment	5	10	15	20	25		
9 Manual Skills	5	10	15	20	25		
10 Physical Effort	5	10	15	20	25		
11 Occupational Risks	5	10	15	20	25		
12 Character of Supervision - new	10	20	35	60	80	100	
13 Scope of Supervision	5	10	20	40	60	80	100

GRADE MINIMUM POINTS

2	150
3	175
4	200
5	225
6	250
7	275
8	300
9	325
10	350
11	375
12	400
13	425
14	450
15	475
16	500
17	525
18	550
19	575
20	600
21	625
22	650