

## CLASSIFICATION FACTORS WHAT COUNTS

In order to assign positions to a job class that best describes the primary and essential duties and responsibilities, comparisons must be made between the position and job class specifications. The factors described below provide a basis for analyzing positions and for making these comparisons.

1. **NATURE, VARIETY & COMPLEXITY:** Relates to the kind, difficulty & variety of the work assigned.
  - What subject matter, profession, occupation or function is involved?
  - What knowledge, skills, abilities and techniques are applied?
  - Is the work varied?
  - Are the various tasks in the same or related subject matter fields?
  - Are the tasks of a recurring type or do they present non-repetitive or unique problems?
  - Are assignments made to the position on the basis of difficulty?
  
2. **NATURE OF SUPERVISION RECEIVED:** Relates to the nature and extent of deliberate, planned supervisory controls exercised over the incumbent of the position which limits the scope of the work, the independence with which it is performed and the nature and finality of decisions.
  - From whom does the employee receive instructions?
  - What type of instructions are they and are they general or detailed?
  - Is the supervision provided technical or functional or is it of a general administrative nature?
  - Is the work reviewed during process or upon completion?
  - Is the work given a technical review (substantive, content) or it is reviewed only for compliance with administrative matters (signatory)?
  
3. **NATURE OF AVAILABLE GUIDELINE:** Relates to written guides which control or influence performance of the work.
  - How extensively is the work and decision-making process controlled by written guidelines, manuals, procedures, policies, statutes, rules and , etc.
  - Are the written policies/procedures general or specific?
  - How much initiative/deviation is the employee allowed in planning or executing the work?
  
4. **INITIATIVE & ORIGINALITY:** Relates to the degree of inventiveness, imagination and ability to innovate or create new approaches or deviations in standard work practices and processes.
  - How much initiative is given the employee in deciding how to accomplish the assignments?
  - How much and what type of review is given to the work?
  - Is the employee required to devise new methods or procedures?
  - Does the employee adapt existing methods to fit the assignment?

- Does the employee work out solutions to problems for which no existing solution or precedent exists?
- Does the employee analyze and evaluate the recommendations of others in relation to the above?

5. **PURPOSE & NATURE OF PERSON-TO-PERSON WORK RELATIONSHIPS:**

Concerned with the relations maintained with other persons (not in the supervisory chain) inside and outside the agency.

- What contacts does the employee have with others? Within the agency? Outside the agency?
- What is the purpose of these contacts?
- What type of subject matter is dealt with?
- Is the subject matter simple, complex, broad, narrow, controversial, sensitive, routine or recurring?
- What conditions make it easy or difficult to accomplish these contacts?
- Does the employee have the authority to commit the agency to a course of action and its resources?

6. **NATURE & SCOPE OF RECOMMENDATIONS, DECISIONS, COMMITMENTS & CONSEQUENCE OF ERROR:**

Relates to decision-making authority. The degree of leeway to make final decisions or errors, the likelihood of an error being made by a prudent employee and the consequences of that error to individuals, operations or programs.

- What decisions does the employee make which are not reviewed by others?
- If the employee's decisions are reviewed, what is the type and extent of this review?
- What types of problems does the employee encounter and how important are they to the goals and objectives of the agency?
- What is the employee's responsibility for making recommendations or taking actions on the agency's programs and policies?
- How final are the employee's decisions and recommendations in relation to the functions of the agency?
- What would be the consequence of errors or inadequacies in these recommendations and decisions?

7. **NATURE & EXTENT OF SUPERVISION EXERCISED OVER WORK OF OTHER EMPLOYEES:**

Relates to the level and kinds of supervisory responsibilities as represented by such matters as setting policies, establishing objectives, planning, organizing and establishing workflow, making assignments and reviewing work.

- What is the extent of the employee's authority to formulate policies and the scope of those policies?
- What is the responsibility for control over the objectives and purpose of the work supervised and the form and quality of the end product?
- Does the employee plan for an entire organization or plan specific techniques for given tasks.

- What is the employee's responsibility for organization of work, workflow and methods of operation? Does the employee determine work methods or assure that approved methods are carried out?
  - What latitude does the employee have in making work assignments?
  - What type of review does the employee make of the work of others—detailed, general, technical, policy, administrative?
  - What is the extent of the employee's responsibility in selecting, promoting, transferring, evaluating and disciplining employee and settling grievances?
  - What general administrative responsibilities does the employee have (procurement, budget, financial management, human resources management, legislative, etc)?
  - What is the number and class level of subordinates supervised? What is the complexity of the organization supervised?
8. **QUALIFICATIONS REQUIRED:** The knowledge, skills, abilities and other qualifications required for successful performance of the work. The qualifications required should be reflected in the duties and the other seven factors.
- What knowledge is required for reasonable success in the position?
  - What knowledge is required upon entry to the job?
  - Which knowledge can be gained on the job in a reasonable period?
  - What skills and what level of proficiency are required for the position? What kinds of machines and equipment are used?
  - Are skills required at entry or can they be acquired during the probationary period?
  - What general abilities are required for the position?