

Town of Douglas Massachusetts



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Municipal Position Evaluation Manual

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Municipal Position Evaluation Manual

Introduction

The Municipal Position Evaluation Manual is intended to enable public entities (cities, towns, counties, special districts, etc.) and non-profit organizations to evaluate and show the relationships among positions within an organization. The objective of the Classification Plan is to relate all positions in the organization to one another. Position evaluation is the systematic method of appraising characteristics of jobs, assigning a value to those characteristics and relating each job to other jobs in the organization.

Position evaluation is intended to provide an element of objectivity to the evaluation of positions within an organization. However, human judgment is used in the application of the process of position evaluation. This position evaluation manual uses **12 factors** to evaluate positions. These evaluation factors form the basis of the analysis and ultimately the basis for the classification. Each of the factors in the manual measures each position in terms of its minimum requirements, to determine the level of training, experience, initiative, responsibility, job conditions, and supervision, in relation to other positions in the organization.

When evaluating positions, it is essential to strive for consistency in the application of criteria. The most appropriate method of ensuring consistency is to assign at least two persons to evaluate each position. Consensus regarding the evaluation of a position helps contribute to consistency in evaluation.

The best source of information on each position is an incumbent employee, a previous incumbent and the incumbent employee's supervisor. Newly developed job descriptions, which are developed using systematic information gathering techniques, provide sound information upon which an evaluation can be made.

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(1) EDUCATION

This factor measures the basic knowledge acquired either through formal education, or specialized training which is essential to successful performance in the position.

1st Level (15)

Requires Knowledge of arithmetic, English and grammar. Ability in simple bookkeeping, posting and filing functions. Operational ability with office equipment, such calculators, computers, copy machines and other typical office machines and equipment. Ability to operate a motor vehicle. Apprenticeship (entry level) knowledge of crafts or trades. Adaptable to clerical routines or use of light equipment. Equivalent to a high school education.

2nd Level (30)

Duties involve use of semi-complex procedures requiring special knowledge or ability, e.g., operation of bookkeeping and billing machines, computers, data entry terminals, and transcribing equipment; Knowledge of stenography,; ability to operate specialized heavy motor equipment, such as a snowplow, grader, backhoe, etc. Duties may require working familiarity with technical terminology, simple laboratory procedures, shop machinery and a variety of precision measuring instruments and/or some training generally applicable to a particular field. Journeyman (working) ability in trades or crafts. Equivalent to high school plus additional broad specialized training equal to one to two years of college.

3rd Level (45)

Intensive knowledge of a field (e.g., civil engineering, nursing, accounting, finance, a specific trade) as well as general knowledge of related fields. Or broad knowledge of major municipal function activities. Equivalent to a four-year college or university education, or master ability in trades or crafts.

4th Level (60)

Work requires advances theoretical or technical knowledge of a highly specialized professional field (e.g., business administration, public administration, library science, public health). Equivalent to 1-2 years' work in a graduate school at the Master's level.

5th Level (80)

Duties demand knowledge equivalency of a doctoral degree in an advanced and highly specialized professional field, such as law or medicine.

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(2) EXPERIENCE

Experience measures the length of time usually required by someone the specified educational background or knowledge to learn to perform the duties effectively under normal supervision. 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
- “breaking-in time” or period of adjustment or adaption on the specific job itself

1st Level (20)

Up to 1 year.

2nd Level (40)

Up to 3 years.

3rd Level (60)

Up to 5 years.

4th Level (80)

Up to 7 years.

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(3) JUDGMENT, INITIATIVE AND DECISION MAKING

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

1st Level (15)

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

2nd Level (30)

Repetitive or routine duties, well defined by procedure and limited in scope, but which may involve the choice of two or more alternative approaches, thus requiring the use of some judgment or minor decision making.

3rd Level (45)

Duties may involve the performance of specialized procedures requiring comprehensive knowledge of departmental functions and techniques or the exercise of technical expertise in applying standard professional techniques. May be required to exercise judgment in the analysis of facts and circumstances surrounding individual problems in order to determine the appropriate course of action.

4th Level (60)

Duties require comprehensive knowledge of activities of a functional area of the municipality, and considerable judgment to work independently in formulating decisions regarding policies, procedures, operations and plans at the department level.

5th Level (75)

Difficult work on highly technical projects or involved administrative problems which requires a sophisticated level of professional judgment and conceptual thinking; may participate in the development of technical processes and/or management plans and programs at municipality-wide level

6th Level (90)

Responsibilities include coordination, planning and organization of a major functional segment of a municipality, involving a high level of leadership, judgment, and initiative, and the ability to deal with technical and administrative problems in the functional area.

7th Level (105)

Must be able to direct the overall activity of the municipality by exercising authority and accepting responsibility for planning, operation and oversight.

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(4) SUPERVISION REQUIRED

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

1st Level (5)

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

2nd Level (10)

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

3rd Level (20)

Under general direction where a definite objective is established requiring the use of a wide range of procedures; individual generally establishes own work plan and priorities, using and/or modifying established procedures, to complete the work in accordance with established departmental policies and standards, referring all questionable cases to supervisor.

4th Level (40)

Under administrative direction, working from departmental policies and procedures; employee functions independently, referring specific problems to superior only where clarification or interpretation of policy or procedure is required; may be virtually self-supervising.

5th Level (50)

Under policy direction, working from municipal policies and objectives; individual establishes short-range plans and objectives, own performance standards and assumes direct accountability for department results; consults with superior only where clarification, interpretation, or exception to municipal policy may be required; self-supervising.

6th Level (60)

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.

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(5) ACCOUNTABILITY

This factor measures the responsibility for preventing errors due to carelessness. In rating this factor, consider the probable effect of errors, to 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 Level (5)

The simplicity of duties performed means that Probable errors can be easily and quickly detected, usually by the employer. Consequences would result only in minor confusion, involving minimal time and expense for correction.

2nd Level (10)

The nature of supervision (i.e., most work is verified or checked) assures that Probable errors are usually detected in succeeding operations. Consequences would include time loss caused by back checking by others, and slowdowns in the processing of routine work. Errors are generally confined to a single department.

3rd Level (20)

The nature of supervision (i.e., most work is not verified or checked) or the operation of large complex or potentially dangerous equipment increases the probability that errors could be serious. 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 Level (30)

The nature of work (i.e., specialized technical procedures, extensive analysis, etc.) means that errors in judgment or techniques would probably be difficult to detect. Consequences could result in excessive costs (e.g., recommended purchase of unsuitable equipment and materials), delay of service delivery, or direct financial or legal repercussions.

5th Level (40)

Duties include department-level responsibility for technical processes, service delivery, contributions to municipal-wide plans and objectives, and fiscal responsibility for a department, including buildings, equipment and manpower utilization. Errors could severely jeopardize department operations. Probable mistakes could involve major expenditures. Duties involve the effective recommendations of organizational policies to top management and/or preparation and presentation of data on which top management bases important decisions.

6th Level (60)

Duties include the responsibilities outlined in the 5th Level, but for a major functional segment of the municipality. Errors in judgment could have a continuing adverse effect on municipal functions.

7th Level (80)

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.

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(6) INTERPERSONAL RELATIONSHIPS AND COMMUNICATION/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 the contacts are made, whether they involve furnishing or obtaining information only, or whether they involve influencing others.

1st Level (5)

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

2nd Level (10)

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 factual information in a manner requiring only ordinary courtesy and tact.

3rd Level (20)

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 Level (40)

Employee may represent to the public a functional area of the municipality on matters of procedure or policy, where perceptiveness is required to analyze circumstances in order to act appropriately. Contacts may require persuasiveness and resourcefulness to influence behavior of others.

5th Level (60)

Duties require considerable persuasiveness, resourcefulness, discretion, and negotiating skills to influence the decisions and behavior of personnel in other departments, the general public, vendors, representatives of other government agencies, etc.

6th Level (80)

Duties involve frequent contact with local, state, and federal government officials, and community leaders, to 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 people. Duties require a 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.

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(7) 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. It will have little application except on outside jobs.

1st Level (5)

Usual office working conditions, with few distractions or unpleasant elements.

2nd Level (10)

Good working conditions, with occasional exposure to machines or related noise or unpleasant elements, such as chemical fumes, dust, heat, cold, oil, etc. Some element(s) present which makes conditions less desirable than usually found in municipal offices. Includes work under typical shop conditions or outdoor work that is suspended when weather conditions are poor.

3rd Level (15)

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

4th Level (20)

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 Level (25)

Extremely undesirable working conditions. Work requires high level 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.

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(8) MANUAL SKILLS

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

1st Level (5)

Duties are mental, rather than physical.

2nd Level (10)

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

3rd Level (15)

Duties may involve significant use of manual skills, requiring finger dexterity and motor coordination. Examples include using hand and power tools, firing a gun, and preparing scale drawings.

4th Level (20)

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 may be needed to repair complex equipment, conduct laboratory tests, or operate Class II motor vehicle.

5th Level (25)

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

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(9) PHYSICAL EFFORT

This factor measures the level 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 Level (5)

Duties require little or no physical effort.

2nd Level (10)

Duties may require intermittent light to moderate physical effort in carrying, lifting or moving light-weight materials or equipment, weighing approximately 30 to 60 pounds, or walking or standing all of the time.

3rd Level (15)

Duties may require intermittent heavy physical effort in pulling, pushing or lifting.

4th Level (20)

Duties require consider able strength and endurance in performing heavy manual labor for extended periods.

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(10) OCCUPATIONAL RISKS

This factor measures the relative level of exposure to hazards which might cause injury, as well as the severity of injuries, if an accident actually occurred.

1st Level (5)

Duties of the job present little or no potential for injury.

2nd Level (10)

Duties present potential risk of minor injuries which could result in loss of time from work. Examples of injury include minor bruises from falls, minor cuts or burns, or muscular strains from lifting or carrying heavy equipment or materials.

3rd Level (15)

Duties present potential 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 extremely heavy materials and illness from exposure to communicable diseases.

4th Level (20)

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

5th Level (25)

Duties involve frequent exposure to hazardous conditions; injuries could result in total and permanent disability or loss of life.

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(11) 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.)
4. Budget development and control through subordinates.

1st Level (5)

May provide immediate functional or technical supervision over other employees in the same or a closely related classification where the work of the supervised employee 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 Level (10)

Provides immediate supervision over a functional unit or section or department 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 during absences.

3rd Level (20)

Provides direct supervision of a department, including service delivery, personnel actions, work force planning and budget development and control. May provide functional supervision over a large and/or highly technical section of a major department.

4th Level (40)

Has general supervisory responsibility for a major department, including all personnel actions, work force planning, and budget development and control.

5th Level (60)

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

6th Level (80)

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

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(12) SCOPE OF SUPERVISION

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

1st Level (5)

Supervises 1 employee.

2nd Level (10)

Supervises more than 1, but seldom over 3, employees.

3rd Level (20)

Supervises more than 3, but seldom over 10, employees.

4th Level (40)

Supervises more than 10, but seldom over 20, employees.

5th Level (60)

Supervises more than 20, but seldom over 50, employees.

6th Level (80)

Supervises more than 50, but seldom over 100, employees.

7th Level (100)

Supervises more than 100 employees.

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Points Assigned to Factor Levels

Levels	1st	2nd	3rd	4th	5th	6th	7th
Education	15	30	45	60	80		
Experience	20	40	60	80			
Judgement	15	30	45	60	75	90	105
Supervision required	5	10	20	40	50	60	
Accountability	5	10	20	30	40	60	80
Contacts with others	5	10	20	40	60	80	
Physical environment	5	10	15	20	25		
Manual skills	5	10	15	20	25		
Physical effort	5	10	15	20			
Occupational risks	5	10	15	20	25		
Character of supervision	5	10	20	40	60	80	
Scope of supervision	5	10	20	40	60	80	100

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Grade Ranges

GRADE/STEP	GENERAL	MGMNT	OA	MISC	PBLC MAINT	PBLC SAFTY
14	550-600					
13	500-549	500-549 M-6				
12	450-499	450-499 M-5				
11	400-449	400-449 M-4				
10	375-399	375-399 M-3				
9	350-374					350-374 PS-9
		325-374 M-2				
8	325-349		325-349 OA-8			325-349 PS-8
7	300-324		300-324 OA-7			300-324 PS-7
		275-324 M-1				
6	275-299		275-299 OA-6		275-299 PM-5	275-299 PS-6
5	250-274		250-274 OA-5			250-274 PS-5
4	225-249		225-249 OA-4	225-249 MS-4	225-274 PM-4	225-249 PS-4
3	200-224		200-224 OA-3	200-224 MS-3	200-224 PM-3	200-224 PS-3
2	175-199		175-199 OA-2	175-199 MS-2	175-199 PM-2	175-199 PS-2
1	UNDER 174		UNDER 174 OA-1	UNDER 174 MS-1	UNDER 174 PM-1	UNDER 174 PS-1
0	MINIMUM WAGE			MS-0		

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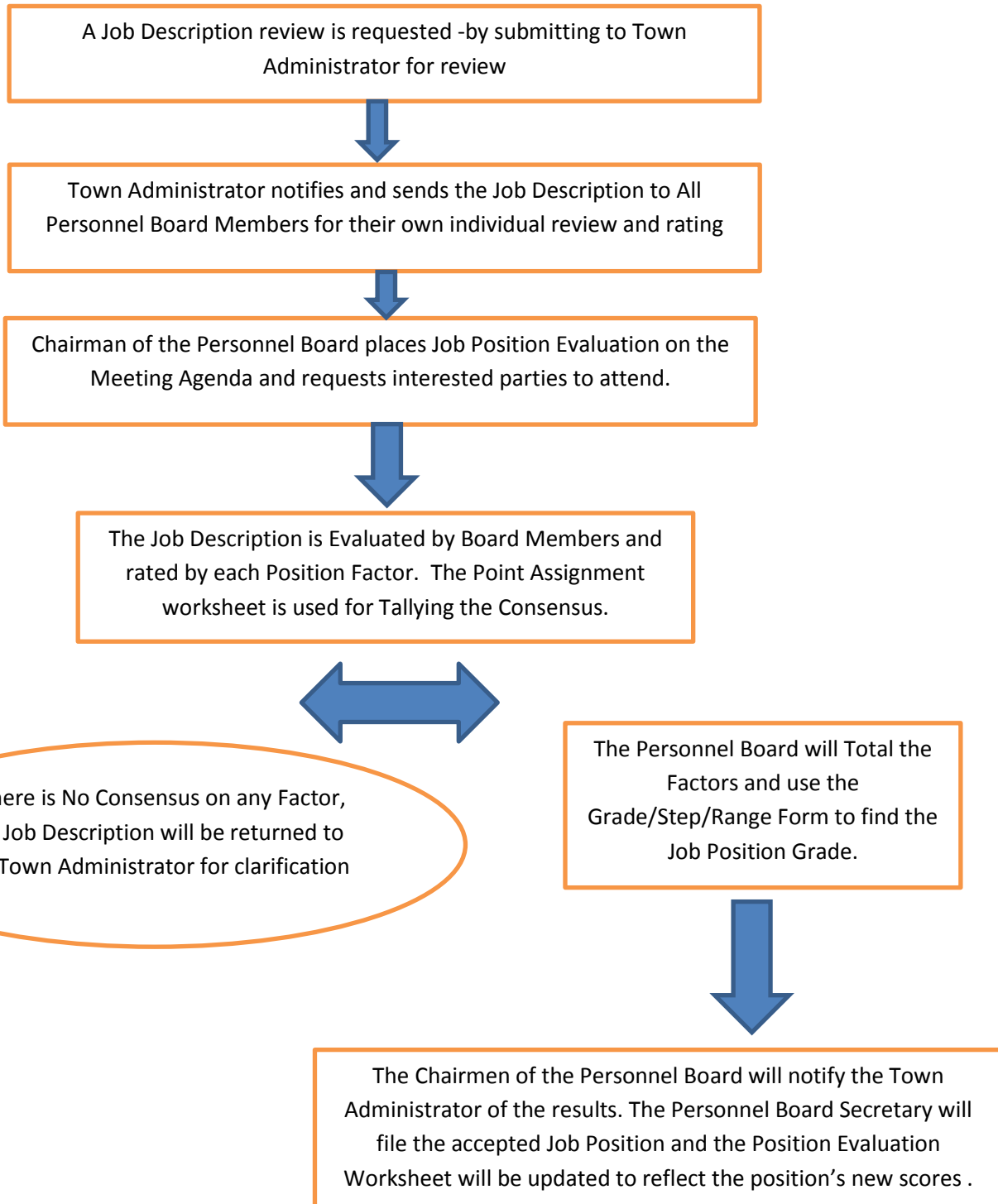
Position Evaluation – Worksheet (Example)

The Master worksheet is a separate file controlled by dated revisions.

Department/Job Title	Education	Experience	Jdgmnt Initiative	Sprvsn Rqrd	Acctblty	Rspnblty tct w/oth
ADMINISTRATION OFFICE						
Administrative Assistant						
BUILDING DEPARTMENT						
Building Commissioner						
Principal Clerk						
CABLE DEPARTMENT						
Cable Access Coordinator						
Cable Recording Assistant						
CLERK'S OFFICE						
Assistant Clerk						
COMMUNITY DEVELOPMENT						

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Municipal Position Evaluation Process



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Revision	Change	Date
Issue	New Manual approved	06/11/2000
Rev01	Added Factor Confidential Data Factor score 5,10,15,20,25,30	10/11/2011
Rev02	Edited Factor Confidential Data Factor Score 10,15,20,25,30	05/15/2012
Rev03	Edited Factor Confidential Data Factor Scores0,15,20,25,30 Combine Factors Education & Experience-Scores 35,70,105,140 Updated Points Form.	07/16/2013
Rev04	Factors Education & Experience returned to 05/15/2012 rev	12/03/2013
Rev05	Removed Factor Confidential Data Edited Factor Experience Up to 1yr,Up to 3 yrs etc.and Removed 5 th level	03/25/2014