



WASHOE COUNTY CLASSIFICATION & COMPENSATION GUIDE

**FOR MANAGERS, SUPERVISORS, AND
EMPLOYEES
4/04/02**

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Overview

Background

In July of 1999 Washoe County retained the HayGroup to conduct a comprehensive classification (point factor system) and compensation study as a result of negotiations with the Washoe County Employees Association (WCEA). The County and the Association were mutually concerned that the current method of classifying jobs (whole job comparison) had created a number of problems that needed to be addressed. In addition the County and the Association agreed on the need to have competitive salaries determined consistently; there was also a desire to involve employees in classification decisions.

The classification and compensation study included a review of approximately 465 classifications representing approximately 1,800 employees. In late 2001 the County began implementing steps to transition to the new classification and compensation system. The Board of County Commissioners (BCC) approved the new system in March 2001.¹

The fiscal impact for implementing the new system for F/Y 2001/2002 was approximately \$5.7 million. This figure included retroactive payments due employees, as well as costs associated with previously topped out employees becoming eligible for merit increases as a result of salary range increases.

Concurrent with the transition and implementation of the new point factor classification system, in excess of 300 additional classification and reclassification studies were also conducted.² In December 2001 the BCC directed staff to provide alternatives for handling position changes and requests for reclassification. Subsequently, staff recommendations for processing classification actions were approved in February 2002.

This *Washoe County Classification and Compensation Guide* outlines the steps involved in processing requests for classification and reclassification (including reorganizations) according to recommendations approved by the BCC. Applicable code provisions, guiding principles, accountabilities, terminology, forms, and an explanation of the compensation program are included in this guide.

Code Provisions

The following sets forth the relevant Washoe County Code provisions defining the job reclassification process within Washoe County's budgetary and organizational structure. These code provisions recognize the BCC's authority and establish the procedural guidelines to reclassifying positions.

- Section 5.095 – recognizes the Board authority to adopt the classification plan.

¹ As a result of the study 75% of the County employees had their salary range maximums increased and 83% of the employees had their salary range minimums increased. The results of the project were implemented effective July 1, 1999 in accordance with the agreement between the County and WCEA.

² Budget impact in excess of \$300,000.

- Section 5.099 – provides that all positions in the classified service be allocated to an appropriate classification in the classification plan adopted by the Board.
- Section 5.097 – recognizes that when the Board has authorized organizational or budgetary changes that require the creation, division, combination, alteration, or abolishment of classifications, Human Resources shall bring the classes affected to the job evaluation committee.
- Section 5.101 – provides:
 1. When an appointing authority proposes establishment of a new position or makes a significant change in the duties and responsibilities of an existing position, the facts be reported to Human Resources, and
 2. Requests for reclassifications which result from program changes, establishment of new positions, changes to organizational structure, changes in the level of service which require a new classification, or establishment of new classifications, be submitted on the prescribed forms as part of the department's/division's annual budget process for approval by the Board, and
 3. The job evaluation committee is responsible for evaluating the position. Provision is made to allow for reclassification when, by necessity, it cannot be made part of the budget process.

Guiding Principles to the Classification Process

In February 2002 the BCC adopted the following guiding principles for the County classification process.

- Department heads and managers must first strive to ensure that the duties and responsibilities of employees under their supervision are consistent with those contained in the existing position and classification as authorized by the Board.
- Permanent changes of responsibilities impacting an authorized position, which may reasonably require reclassification of the position or establishment of a new classification, should be submitted as part of the annual budget process.
- If necessary, change in the responsibilities for a position may be submitted outside of the annual budget process only if there is a demonstrated immediate need; however, the change must be submitted to the Board prior to assigning new duties and responsibilities to the position.

Accountabilities

It is critical that management follow the process of review prior to reassignment of duties. It is an employee's right, pursuant to Section 5 of the Washoe County Code and/or the respective collective bargaining agreements adopting the Hay classification and pay plans, to process a request for reclassification to the Job Evaluation Committee (JEC) when there has been significant change in kind, difficulty or responsibility of work assignments.

It is management's right to approve and assign duties and responsibilities to specific positions. This right includes the authority to remove and reassign duties determined to be inappropriate to the class that defines a position.

BCC Responsible to:

- Authorize new positions, organizational structure changes, and associated budget;
- Authorize elected officials requests for classification/reclassification requests to be reviewed by the JEC;
- Provide final approval of all classification/reclassification requests including associated adjustments to the department budget.

Assistant County Manager/Elected Department Heads Responsible to:

- Determine if the program efficiencies associated with a request for reclassification (including reorganizations) warrants submitting positions to the Job Evaluation Committee (JEC) for evaluation;
- The Assistant County Manager may forward the request to the JEC or meet with the appropriate Department Head or Elected Official to discuss other options;
- Approve significant changes to class specification to be forwarded to the JEC;
- Elected Officials may submit requests for reclassification directly to the BCC, in lieu of being reviewed by an Assistant County Manager. For classification transactions submitted directly to the BCC by elected department heads, the BCC authorizes or denies action to forward the request to the JEC to evaluate the position.

HayGroup Responsible to:

- Provide advice and oversight to the JEC;
- Provide training to management and the JEC as appropriate;
- Conduct Unclassified Management position evaluations;
- Conduct market surveys and develop compensation structure recommendations;
- Arbitrate contested job classification requests.

Division Director/Department Head Responsible to:

- Assign duties and responsibilities commensurate with approved job classes;
- Work employees within the class approved for their position;
- Report the facts to Human Resources on the forms prescribed by Human Resources, with advice from the appointing authority associated with the proposal of a new position or significant changes in the duties and responsibilities of an existing position;
- Submit changes of responsibilities, to the extent possible, as part of the annual budget process on the forms, and in the manner, prescribed by Human Resources;
- Document from where new duty assignments are derived (i.e., existing positions, new programs, etc.);
- Review vacant job classes as to the most effective use of positions to be filled;

- Determine and communicate program efficiencies to be gained by reclassification and/or reorganization (i.e., cost savings, productivity improvements, etc.);
- Evaluate the cost/benefit associated with continuing to work a position within the current classification;
 - If it is determined that continuing to work the position within the current classification is not a viable option, document the factors that went into that determination;
- Outline changes to the staffing configuration that would occur in a program/area if a position reclassification (or reorganization) were approved;
 - Include a detailed organizational chart for the department/division including line and function responsibility and proposed changes.

Supervisor Responsible to:

- Ensure the preponderance of job assignments conform to the intent and use of a position's job class;
- Review and advise division/department heads on recommendations for the most effective use of vacant positions;
- Obtain authorization to modify a position's job assignment(s) outside of a current position class prior to reassigning position responsibilities;
- Ensure current essential functions for position/classes are maintained and on file within the department.

Job Evaluation Committee Responsible to:³

- Meet monthly, or as necessary, to conduct position evaluations and determine the appropriate classification, with points assigned, based upon the point factor comparison methodology – points assigned is the determining factor in establishing the pay range;
- Make changes in job titles, changes to job descriptions, and other changes to job classes in accordance with Ordinance 1117 and the provisions of the Merit Personnel Ordinance;
- Review class specifications to determine if changes (or proposed changes) impact position evaluations;
- Attend training sessions regarding point-factor classification methodology.

Note: Class specification changes must be reported to the JEC – significant changes are reviewed by the Assistant County Manager before review.

Human Resources Responsible to:

- Oversee the classification/compensation process in accordance with County Code and Labor Contracts;
- Maintain equity of the Classification and Compensation Plans;
- Initiate position reviews where the creation of new positions or reassignment of position responsibilities from one position to another may impact other positions;
- Conduct periodic audits of occupations, classes, and/or class series to ensure accurate job class structures;

³ Reference Committee purpose, composition, and terms in Section 5.096 of the Code

- Research historical classification documentation to determine if significant change has occurred which warrants presenting a reclassification request to the JEC for review;
- Conduct interviews with position incumbents to gather information on assigned duties and responsibilities;
- Confirm the duties and responsibilities assigned to position(s) with supervisors and the department head (or designee);
- Conduct “post-audits” of classification/reclassification transactions;
- Submit requests for reclassification to the JEC and provide recommendations to the BCC for approval if the request for reclassification cannot, by necessity, be made as part of the budget process;
- Coordinate the flow of information to managers, supervisors, and employees to include notification of the results of the job evaluation and associated requests;
- Maintain records documenting the classification process and compensation plan;
- Provide budget impact analysis and recommendation for any program/job class changes prior to submission to the BCC.

Note: Consistently unsuccessful attempts to recruit for a position may require Human Resources to initiate a pay evaluation study through HayGroup.

Process for Submitting Requests for Classification

Budget Review Process

Authorization of new positions, department reorganizations, and significant reassignment of position responsibilities that impact a position’s job evaluation also impact a department’s base budget. Foreseeable transactions within these three categories should be submitted through the Washoe County Budget System “Position Justification Report” beginning mid-December and open through early February. Through mid-February to late March, Budget Analysts, working with departments, will develop initial budget recommendations.

In late March, Budget will notify departments and Human Resources as to their base budget recommendations as they apply to new positions, department reorganizations, and potentially significant reassignment of position responsibilities. In early April, Human Resources Analysts will approach department heads (or their designees) to complete job descriptions/essential functions (see below) for positions targeted in the annual budget process.

In April (at the latest, early May), the JEC will evaluate the “annual Base Budget Recommendations” for new positions and positions with potentially significant responsibility reassignments for placement or realignment in the County Classification and Compensation Plan. Job evaluation results will be forwarded to Budget for budget authorization and the results presented to the BCC for final authorization in May.

Requests Outside the Annual Budget Process

The guiding principles adopted by the BCC provide for changes in job responsibilities to be submitted outside of the annual budget process only if there is a “demonstrated” immediate need;

however, the change(s) must be submitted to the Board prior to assigning new duties and responsibilities to the position.

Three documents are required to submit changes in position responsibilities to include:

- *Justification for Reclassification* (appendix “A”): Information documented on this form includes where the duties came from (i.e., new duties/program responsibilities, reassigned responsibilities, etc.); program efficiencies to be gained by the reclassification (i.e., cost savings, productivity improvements, etc.); why working the position within its current class is not a viable option; and the extent to which reclassification of the position will change the current staffing configuration (requires a detailed organizational chart for the department/division which shows the current organization and proposed organizational changes);
- *Position Description Questionnaire (PDQ)*(appendix “B”): This is a 8 page questionnaire that documents the purpose of the position; position responsibilities; contacts; decision making responsibility; environmental factors (if applicable); and knowledge, skills, and abilities associated with the position;
- *Essential Functions and Physical Characteristics* (appendix “D”): Information documented on this form uses the duties and associated percentages of time from the *PDQ* to determine essential job functions (versus “marginal” job functions). Derived from this information, physical characteristics required to perform the duties of the position, or class as a whole, are developed for the essential functions. This information is provided to final candidates interviewing for position vacancies and is also used in the analysis of requests for accommodation under the American with Disabilities Act (ADA), Workers Compensation issues, and FMLA return to work certifications.

Forms and documents listed above are attached in appendixes A through D and are available on the Human Resources intranet website under the “Forms” menu. Department heads (or their designees as approved and on file with Human Resources) are required to sign off on both the *Justification for Reclassification* and the *PDQ*.

Requests Initiated by Human Resources

Position responsibilities documented for new positions, organizational restructures, or requests for reclassification often involve the reassignment of duties and/or responsibilities from one position to another. By code, an appointing authority proposing the establishment of a new position or making significant changes in the duties and responsibilities of an existing position must report the facts to Human Resources. Human Resources is charged with bringing affected classes to the JEC for re-evaluation.

In the course of compiling or providing documentation for the JEC, Human Resources or the JEC may determine that additional positions may be affected by the reassignment of duties and/or responsibilities to a position under review. Under these circumstances, Human Resources will request a PDQ for the potentially affected position(s) from the appropriate

department head. All positions affected by the reassignment of duties will be presented to the JEC for evaluation.

Job Evaluation Process

Overview

In May 2001, Ordinance 1117 was enacted to change the Washoe County Code classification system provisions contained in Chapter 5 of the Code. Changes to the Code established the JEC and set forth duties and responsibilities of the committee to assist in administration of the classification system. With the assistance of the Human Resources Department, the Committee is authorized to make rules and procedures for transacting its business and carrying out the provisions of sections 5.096 to 5.101 of the Code.⁴

The goal of the Washoe County position classification process is to make objective classification decisions within a classification plan that promotes fair and equitable classification of positions based on core functions. There are a number of different reasons for which a position could be reclassified or a new class created. Significant changes to a job assignment(s), creation of new programs or services, changes to organizational structure, or changes in the level of service are just a few of the reasons that could give rise to a class change. A change in one area could also affect class(s)/structure(s) in other areas.

A positions' job class is assigned based on an evaluation of its core duties, responsibilities, and associated knowledge, skills, abilities, and qualifications. Human Resources gathers, reviews, and confirms information from the department head, division head, supervisor, and if applicable, the position incumbent. In turn, Human Resources presents all the information collected to the JEC.

The JEC has responsibility for applying the point factor scoring comparison methodology developed by the HayGroup. This methodology takes the core characteristics for the position (see above) and categorizes them into four scoring factors:

1. Know How – the sum total of every kind of skill, however acquired, required for fully competent job performance;
2. Problem Solving – the original, self-starting thinking required by the job to identify, define, and resolve problems;
3. Accountability – the measured effect of the job on end results;
4. Working Conditions – physical effort, environmental (dirt, dust, fumes/gases, etc.), hazards (mechanical, electrical, chemical, biological, etc.), sensory attention (requirements for concentrated levels of sensory attention including seeing, hearing, etc.).

The Committee evaluates a position in each factor and assigns total points. The total points are then compared to other classes in the same point range. If the position is like another class in the same point range, the Committee recommends that class, if appropriate. If the position is unlike

⁴ Extensive information on the revised Classification and Compensation Plan implementation can be referenced in the Human Resources Intranet Web Site under the WERCCS menu.

any other class in the point range, the Committee recommends a new class. The Committee also recommends the abolishment of existing classes where appropriate.

Each point range has a corresponding pay grade developed by the HayGroup. Accordingly, the Department of Human Resources assigns the salary range for the class recommended by the Committee and/or HayGroup based on the pay grade.

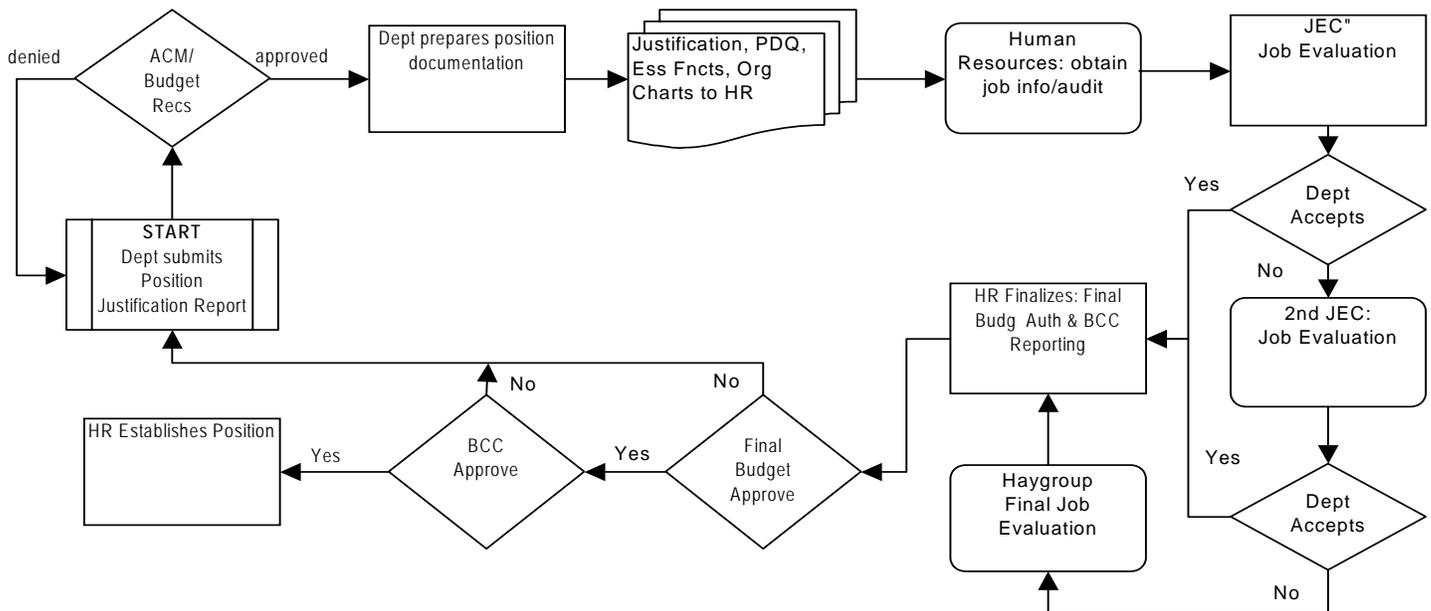
As allowed for by the JEC, Human Resources may allocate routine position classes (i.e., Office Assistant II, District Attorney III, etc.) and report them to the JEC where there is a clear and favorable comparison between the department request, core job responsibilities/position characteristics, and an existing class.

The Committee’s recommendations are returned to the Department of Human Resources and sent to the department head and, if applicable, to the position incumbent. If either party does not agree with the recommendation, upon submission of a request for review, the Committee will review its recommendation.⁵ If the results are still not agreeable, the HayGroup becomes the final arbiter of the classification. Authority for final approval of the position classification rests with the BCC.

Process Flow

Requests processed through the annual budget process are incorporated into budget recommendations as follows:

Annual Budget Process



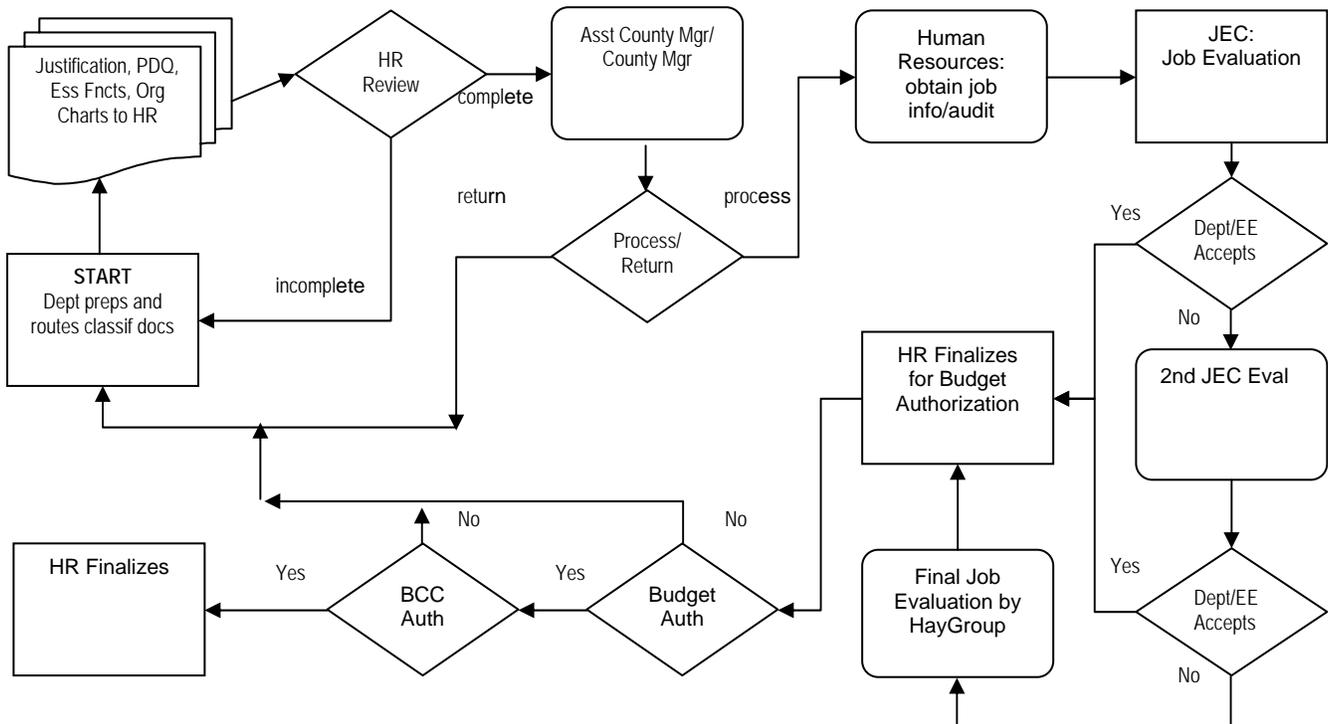
Challenges to the initial JEC evaluation may delay budget recommendations from going forward as a part of the budget process. If this occurs, the appointing authority can submit request(s) on

⁵ Request for Review Form can be downloaded from the Human Resources Website under the Forms menu.

the appropriate forms to Human Resources and Human Resources will present JEC job class recommendations directly to the BCC in the same manner as requests submitted outside the annual budget process.

The process flow for requests submitted outside the annual budget process is as follows:

Requests Outside the Annual Budget Process



As an alternative to the process flow above, departments may submit classification material to the Human Resources Department where documents will be reviewed for completeness and forwarded to the appropriate Assistant County Manager.

Elected department heads may submit materials directly to the BCC for authorization to forward materials to the Human Resources for processing and the JEC for job evaluations.

Compensation

Factors Established by the BCC

The Washoe County Compensation Plan is developed to support Washoe County in its mission and reinforces that one of the means to achieve its mission is through an employee workforce that is valued, accessible, and accountable. Fiscal responsibility requires that the plan be consistently administered throughout the County, based on commonly shared and understood principles of fairness and equity.

The basis of the compensation plan is properly classified employees who are paid within salary structures that are internally equitable and externally competitive. The County is responsible to ensure that salary structures are up to date through the conduct of market surveys.

The following factors were adopted to guide the development and ongoing maintenance of the compensation plan according to the compensation philosophy adopted by the Board.

External Equity:

- Determination of compensation includes the total reward to take into consideration both fixed (base salary and benefits) and variable (bonus, incentive, lump sum payments), as well as non-cash compensation, such as employee recognition programs;
- The aggregate components of the benefits program will be competitive with the appropriate labor market;
- The parameters of the labor market include comparable organizations in both the public and private sectors spanning local, statewide, and regional markets;
 - Note: the market is not based on a single employer;
- The compensation plans will reinforce a climate where employees are recognized and rewarded, while providing the County with the opportunity to meet its “return on human resources investment” objectives;
- Compensation increases must be affordable and in the best interests of the County as an employer and a provider of services to its public;
 - Note: based on the County Compensation Philosophy, there will be higher and lower market payers;
 - The relative market position is defined as the “mean.”

Internal Equity:

- Employee compensation will reflect both the internal value of the role and the value placed on the role in the defined labor market. The internal value will be measured through the sound and consistent application of the Hay method of job evaluation;
- The primary pay delivery mechanisms will be based on pay for differences in job content, pay for the achievement of pre-determined and mutually agreed performance standards and the demonstration of pre-determined and mutually agreed competencies;

Methodology

HayGroup conducted the market survey and application of that survey to the Washoe County workforce for the 2001 implementation of the Washoe County Compensation Plan. Survey methodology included the following steps:⁶

⁶ Detailed information on the labor market survey, steps in the process, and results are available in the Human Resources Web Site to include “benchmark” positions, survey results, point/grade tables, and before and after grade/salary charts.

1. Workshops were conducted with HayGroup Consultants and the Washoe County Project Steering Committee to identify positions to be used as benchmarks for the labor market survey;
2. Benchmark positions were evaluated using the point factor job evaluation process;
3. Public and private sector employers were selected on a local, statewide, and regional basis and approved by the BCC for compensation comparison purposes in accordance with the compensation philosophy adopted by the County;
4. Targeted employers were surveyed regarding compensation practices for base salary, salary/grade, and benefits data;
5. Benchmarked positions were grouped together into salary grades according to job evaluation point spreads;
6. According to the compensation philosophy, compensation levels were developed at the average of the comparative market: The average pay for benchmark jobs grouped by grade (using job evaluation points) was calculated and placed into salary ranges with an approximate 30% spread from the minimum of the grade to the maximum of the grade using the average pay as a salary range midpoint.⁷

Note: The list of targeted organizations and participants in the survey and Grade/Point Conversion Table are attached in appendixes “E” and “F” respectively.

As a result of the compensation study conducted by HayGroup, three salary schedules were developed. The “Managerial” schedule consisted of grades T through Z; a separate structure was established for Attorneys as each job in that job family was identified for a premium pay structure; all other jobs were placed in grades A through S.

⁷ Jobs that statistically deviated from average pay were pulled from the salary grade calculation and flagged for premium pay within their evaluated grade.

Definitions

5.025 Definitions: As used in the Merit Personnel Ordinance, the words and terms defined in sections 5.027 to 5.006, inclusive, have the meanings respectively ascribed to them in such sections.

5.033 “Class” defined: “Class” means a group of positions sufficiently similar with respect to their duties and responsibilities that the same title may reasonably and fairly be used to designate each position allocated to the class, that substantially the same criteria of fitness may be used, that substantially the same minimum qualifications may be required and that the same schedule of compensation may be made to apply with equity.

5.035 “Class Specification” defined: “Class specification” means a written description of a class, consisting of a title, a definition, examples of duties and minimum qualifications required.

5.307 “Classification” defined: “Classification” means the systematic process of analytically grouping and allocating positions to classes based on point factor comparison methodology unless a different method used to classify employees in a bargaining unity has been agreed to between the county and an employee organization.

5.039 “Classification Plan” defined: “Classification plan” means all the classes which have been established, along with the rules for maintaining the plan and the class specifications.

5.109 Compensation Plan: The compensation plan of Washoe County consists of the schedule of grades of pay as prepared by the Department of Human Resources after consultation with appointing authorities and approved by the Board of County Commissioners.

5.043 “Demotion” defined: “Demotion” means any movement of an employee to a position in a class having a lower maximum salary range than the position previously occupied, excluding general salary adjustments, or any downward movement, either in class grade, or within grade, on the Washoe County classification plan and salary schedule adopted by the Board of County Commissioners.

5.047 “Grade” defined: “Grade” is a term used to designate a salary level. All classes placed in the same salary grade have the same salary range or rate.

5.050 Merit Personnel Ordinance” defined: “Merit Personnel Ordinance” refers to sections 5.025 to 5.349, inclusive, of the Washoe County Code.

5.057 “Department of Human Resources” defined: “Department of Human Resources” means the department of Washoe County created by section 5.067 and its staff.

5.059 “Position” defined: “position” means a group of duties and responsibilities which have been assigned to a single employee on a full-time or part-time basis.

5.061 “Promotion” defined: “promotion” means any movement of an employee into a class having a higher maximum salary range than the class previously occupied.

5.063 “Reclassification” defined: “Reclassification” means a reassignment or change in allocation of an individual position by raising it to a higher class, reducing it to a lower class, or moving it to another class at the same level on the basis of significant changes in kind, difficulty or responsibility of the work performed.

5.065 “Transfer” defined: “Transfer means any movement of an employee from one position to another position in the same class or related class with the same salary grade; or the movement of the employee with his position to another location.

NEW POSITION/POSITION RECLASSIFICATION BUDGET REQUEST FORM

Finance _____
HR _____
ACM/CM _____

Department/Division: _____

Requested Start Date: _____

Check appropriate areas below:

___ New Position (*include attached questionnaire*)

If the requested position is identical to another position in your department please indicate the position number of the current position: _____

Job Class/Job Class Number	Pay Grade	Employee Subgroup
----------------------------	-----------	-------------------

- ___ Full-Time Position
- ___ Part-Time Position (Hours per day/per week) _____
- ___ Temporary Position
- ___ Intermittent Hourly Position

- ___ Full Time Equivalent (FTE) %

___ Reclassify Current Position (*include attached questionnaire*)

Current Incumbent	Employee Number
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Current Classification:

Job Class/Job Class Number	Pay Grade	Position Number
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Proposed Classification:

Job Class/Job Class Number	Pay Grade
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___ Cost Structure/Cost Distribution (*must be completed*)

Staff Assignment (Structure): _____

Master Cost Center: _____

Personnel Area: _____

Personnel Subarea: _____

Cost Distribution:

%	Cost Center/IO/WBS	%	Cost Center/IO/WBS
%	Cost Center/IO/WBS	%	Cost Center/IO/WBS
%	Cost Center/IO/WBS	%	Cost Center/IO/WBS

Justification for Position Classification
(For attached Position Description Questionnaire)

1. The justification for the attached position is as follows:

Is this the result of new duties being assigned: Yes _____ No _____

Where did the new duties come from (i.e. new mandates, services, new programs, another position etc.)? What percent of the job has changed (i.e. more than 40%)?

2. What are the program impacts to be gained by this position, i.e. cost savings, productivity, service levels, new revenue, improvements, etc.?

3. What revenues will be used to support this position?

Are there other positions in the department performing similar functions? If so, please list position numbers and assigned job classifications.

5. What alternatives to creating or reclassifying a position have you considered?

6. Does this position change the staffing configuration in this program/area? (Please include a detailed organizational chart for your department/division which includes line and function responsibility.)

7. Do you already have a workstation for this position or will you have additional space needs? Yes No

8. What amount has been requested for this position in the proposed budget? What amount for ancillary cost, if needed?

Department Head: _____ Date: _____

Assistant County Manager: _____ Date: _____

Approved for Review:

Review Denied:

WASHOE COUNTY POSITION DESCRIPTION QUESTIONNAIRE

Position Number:	Job Class/Position Title:
Department:	Division:
Employee Name:	Supervisor Name & Title:

PART I: Essential Functions.

SUMMARY OF THE PRIMARY PURPOSE/SCOPE OF THIS POSITION. In a brief one or two sentence statement, answer the questions “Why does this position exist?” and “What is this position expected to accomplish?”

MINIMUM QUALIFICATIONS REQUIRED TO PERFORM THE ESSENTIAL FUNCTIONS OF THE POSITION

FORMAL EDUCATION & TRAINING: List the minimum formal education requirements for the position (ie: Bachelors degree). Include certifications, licenses, etc that are required.

WORK EXPERIENCE: List the years of comparable experience that specifically matches the primary purpose of the job. (ie: 3-5 years of management experience and 3 years of related experience).

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KNOWLEDGE, SKILLS AND ABILITIES (COMPETENCIES). What additional knowledge, skills and/or abilities are required to perform the essential functions of this position successfully?

RESPONSIBILITIES AND POSITION IMPACT

Essential Functions: Describe and group the primary duties of the position into 4 to 5 major categories of responsibilities.

% of Total Job (must total 100%)	Major Responsibilities (What is done by this position?)	Purpose and Impact (What are the results/outcomes of the work done?)

PART II: Job Evaluation - *Please attach a Department Organizational Chart*

ACCOUNTABILITY

Describe the program(s) and/or projects for which this position is responsible. Include the magnitude of who is affected by this position, any relevant statistics, such as number of programs, and monetary (budget) impact, if appropriate.

--

DECISION MAKING & FREEDOM TO ACT

What duties are performed that require the incumbent to make choices, determinations or judgments? Please give examples of the types of choices, determinations or judgments made in performing position responsibilities.

--

Describe the scope of decision making authority and what the typical impact of an error in decision making by the incumbent in this position would be within the department and/or across County department(s): Include possible financial impact and time and/or resources required to correct the error.

Challenges: What are the most complex and/or challenging issues associated this position. Give three to four examples and indicate why they are challenging.

Complex Issue	Why Challenging?
1.	
2.	
3.	
4.	

SUPERVISORY RESPONSIBILITY: List the position number and job class title for all employees that work under the direct supervision of this position.

Position Control Number	Job Class Title

Describe the extent of supervisory responsibility exercised over these employees. (Check the appropriate boxes.)

- Final Selection
 Work assignment
 Work review
 Performance Appraisal
 Discipline
 Coaching and Development
 Other (Please specify) _____

COMMUNICATION & INTERACTION

Internal Contacts: positions within the County with which this position is required to work on a regular basis (exclude subordinates and supervisor).	Purpose of Contacts: Explain nature, frequency and purpose of these contacts.
1.	
2.	
3.	
4.	
5.	
6.	

External Contacts: positions outside the County with which this position is required to work on a regular basis.	Purpose of Contacts: Explain nature, frequency and purpose of these contacts.
1.	
2.	
3.	
4.	
5.	
6.	

PHYSICAL DEMANDS

If physical demands for the position exceed those described below, list those additional physical demands.

Sedentary Work - Exerting up to 10 pounds of force occasionally (Occasionally: activity or condition exists up to 1/3 of the time) and/or a negligible amount of force frequently (Frequently: activity or condition exists from 1/3 to 2/3 of the time) to lift, carry, push, pull, or otherwise move objects, including the human body. Sedentary work involves sitting most of the time, but may involve walking or standing for brief periods of time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.

CERTIFICATION

Employee: I certify that the statements in this position description are accurate and complete to the best of my knowledge.

Employee Signature

Date

Supervisor: Please examine the preceding position description. Keep in mind that the purpose of this action is to review the position and not to evaluate the particular employee's performance, efficiency, abilities or credentials.

I/we have reviewed the statements on this document and certify to their accuracy.

Supervisor Signature

Date

Department Head Signature

Date

Recommended Grade Structure

Grade	Minimum	Midpoint	Maximum
Z	1349	1433	1517
Y	1200	1273	1348
X	1067	1132	1199
W	949	1006	1066
V	843	895	948
U	750	795	842
T	666	707	749
S	592	628	665
R	527	558	591
Q	468	496	526
P	416	441	467
O	370	392	415
N	329	349	369
M	292	310	328
L	260	275	291
K	231	245	259
J	205	218	230
I	183	193	204
H	162	172	182
G	144	153	161
F	128	136	143
E	114	121	127
D	101	107	113
C	90	95	100
B	80	85	89
A	Less than 80 total points		