



Jackson County

Compensation Administrative Guide

MAY 2015

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PHILOSOPHY

The purpose of the Jackson County Compensation Plan is to ensure that pay is established and administered according to fair and equitable principles. This administrative guide is intended to provide Jackson County with guidelines for the day-to-day administration of employees' compensation.

It is the Personnel Director's responsibility to administer the compensation plan consistently and impartially for each employee or candidate. The Personnel and Bargaining Committee provides oversight to the administrative process.

Jackson County is an equal opportunity employer. All employment decisions are based on merit, qualifications, and competence. Our employment practices are not influenced or affected by an applicant's or employee's race, color, religion, sex, sexual orientation, national origin, age, mental or physical disability unrelated to ability to do a job, or any other characteristic protected by law. This policy governs all aspects of employment (including compensation), promotion, assignment, discharge, and other terms and conditions of employment.

The objectives below serve as the framework for the Base Compensation Plan:

- Recognize the value each position and employee brings to Jackson County.
- Pay salaries that are equitable for work being performed.
- Be equitable in pay across departmental lines.
- Attract and retain fully qualified employees.
- Increase employees' understanding of pay administration.
- Increase manager accountability for administering pay.

These objectives are regularly reviewed and evaluated by the Personnel and Bargaining Committee. Modifications will be made as necessary.

Questions concerning the policies and procedures contained in this plan should be directed to the Personnel Director.

JOB DOCUMENTATION

DEFINITION

Job documentation refers to the collection and maintenance of job content information. Formal job descriptions are used to describe duties and responsibilities required for each job at Jackson County.

The description focuses on the job, not the employee assigned to the job. Appraisal of the employee's performance is treated as a separate issue.

Jackson County's job descriptions generally contain the following information: job title; reporting relationships; exemption status; general summary; essential duties and responsibilities; required knowledge, skills, and abilities; education and experience requirements; physical requirements; and working conditions.

PURPOSE

A job description is used to describe every job. It is intended to document the **minimum** requirements of the job as it exists at the present time.

The formal job description is used as the basis for assigning a salary range. Accurate and complete job descriptions must be prepared and maintained. The importance of job descriptions is stressed to all managers and employees.

Salary adjustments for current employees or hiring rates for new employees are authorized only with a current description.

As a job changes, the job description will be updated to reflect such changes.

RESPONSIBILITIES

Current job documentation is the responsibility of the Personnel Director in coordination with department managers. The Personnel Director is responsible for ensuring the consistency and accuracy of the information and keeping formal copies and background information on file for all jobs. The Personnel Director is also responsible for writing new and revised job descriptions, recommending the salary range for new or changed jobs and obtaining approval from the Personnel and Bargaining Committee.

A copy of the approved formal job description is available for each employee through his or her manager or the Personnel Director.

PROCESS

Job descriptions are to be kept current and up to date through periodic reviews by managers and employees. All job description creations and changes need to be reviewed and approved by the appropriate oversight committee and Personnel and Bargaining Committee.

- **New jobs** - If a manager wants to hire for a new job, a position description questionnaire must be completed listing the minimum requirements and responsibilities for the job. A job description will then be developed and a proposed salary range assigned to the job. The position will follow the Chapter 4 approval process.
- **Revised jobs** - As a job changes, a revised job description may be needed. Managers should review job descriptions with their employees on an annual basis in conjunction with the performance appraisal process.

If changes are needed, the manager and employee should note the changes on the current job description and forward it to the Personnel Director. The Personnel Director will make the changes and prepare a draft for the appropriate oversight committee to review and approve. Once approved by the oversight committee, the job description will go to the Personnel and Bargaining Committee for review and approval. The Personnel Director will make the changes and prepare and distribute an official revised description.

If there are major changes in the duties and responsibilities of a job, the manager and employee must complete a new position description questionnaire. The questionnaire must be forwarded to the Personnel Director who will develop a new job description. If the changes warrant a new pay grade, the Personnel Director will make a recommendation to the Personnel and Bargaining Committee for approval. The manager and employee will be notified regarding the new job description and salary range change, if any.

- **Vacant jobs** - If a job becomes vacant, the manager should review the current job description to determine if there should be any changes prior to an individual being hired to fill the position. Revisions should be made before any action is taken to fill the position.

JOB PRICING AND SALARY RANGE STRUCTURE

DEFINITION

Job pricing is the process of matching our jobs at Jackson County to that of the external market. Job groups are determined through a process of evaluating jobs based upon internal and external conditions and grouping similarly valued jobs together. The market value for jobs within a job group is used as a factor when computing the pay for the salary range structure.

The salary range structure consists of a series of overlapping salary ranges. Each salary range has a minimum, midpoint, and maximum salary amount. The County Board will annually review the Consumer Price Index – Urban (CPI-U) data as well as data from local and national compensation surveys to determine the movement of the wage ranges in order to age the salary ranges appropriately. This will be done during budgeting each year.

PURPOSE

Jackson County is committed to providing a salary range structure responsive to the external market and that is internally equitable. Data will be collected and analyzed on a regular basis to determine market movement of jobs and current salary trends.

RESPONSIBILITIES

The Personnel Director is responsible for gathering, analyzing, and recommending changes to the salary range structure based on market data and salary trend information. Final approval of these suggestions will be made by the County Board.

PROCESS

On an annual basis, the Personnel Director gathers information regarding trends in general pay movement. The Personnel Director recommends and discusses possible changes to the salary range structure with the Personnel and Bargaining Committee, Executive and Finance Committee followed by the County Board. The County Board reviews and approves recommended changes.

A review of market data for Jackson County's jobs may continue on an on-going basis with County Board approval. The Personnel Director will review market data and develop a comparison of market data to current midpoints and current pay practices. This information will be shared with the County Board.

The Personnel Director will also conduct a comparative ratio analysis on an annual basis to determine where each employee's pay falls relative to his or her current salary range.

SALARY RANGE STRUCTURE

The salary range structure consists of a series of overlapping salary ranges. Each salary range is identified through a minimum, midpoint, and maximum salary amount.

- **Minimum** – Normally, the lowest amount Jackson County will pay an individual for a job assigned to the salary range.
- **Minimum to midpoint area (the first and second quintiles)** – Normally intended for employees who:
 - Are continuing to learn job responsibilities while meeting performance standards.
 - Are fully trained but perform at a level that is less than fully satisfactory.
 - Have not acquired sufficient time in the job to warrant pay at the midpoint level.
- **Midpoint area (the third quintile)** – Normally represents the salary level for employees who are fully qualified and performing at a fully proficient level over a period of time (market rate).
- **Midpoint area to maximum (the fourth and fifth quintiles)** – Intended for employees whose performance is excellent or outstanding and consistently exceeds performance objectives over a period of time.
- **Greater than maximum** - Individual base compensation will not exceed this amount.

PAY ADJUSTMENTS

DEFINITION

A pay adjustment occurs when Jackson County adjusts an employee's rate of pay to fall within the parameters of established salary ranges. These adjustments may occur for various reasons.

PURPOSE

To ensure credibility and achievement of Jackson County's objectives, an effective pay adjustment system must be developed and maintained with guidelines and procedures communicated to users on a timely basis. The guidelines and procedures of the base compensation plan are intended to ensure that each employee will be rewarded on the basis of demonstrated performance.

RESPONSIBILITIES

The County Board is responsible for:

- Approving the budgeted percentage for compensation adjustments for the County as a whole.
- Hearing and resolving any pay adjustment recommendations that were not approved by the Department Head, Personnel Director and Oversight Committee jointly.

The Department Heads are responsible for:

- Conducting timely performance reviews on all of their employees.
- Taking the County Board approved percentage and discussing the allocation of these funds among their employees with the Personnel Director.
- Taking these recommendations to their oversight committee for approval after meeting with the Personnel Director.
- Communicating all approved pay adjustments to employees.

The Personnel Director is responsible for:

- Monitoring the day-to-day administration of salaries and compensation decisions for consistency with the plan's objectives.
- Maintaining the compensation administrative guide and communicating all changes to department managers and employees.
- Training each department manager to administer the plan within approved guidelines.
- Resolving and coordinating pay adjustment recommendations not consistent with Jackson County's guidelines.
- Preparing timely recommendations for merit increase guidelines.
- Ensuring that a formal performance appraisal precedes all merit increases.

GENERAL GUIDELINES

The following are general guidelines for all types of adjustments:

- All pay adjustment recommendations must be submitted in writing to the Personnel Director or attached to the performance appraisal form as appropriate.
- Pay adjustment recommendations should take into account the internal equity of the proposed salary compared to that of other employees assigned to that same job and in the same salary range.
- Employees not at work at the time of a pay adjustment (i.e., due to leave of absence) normally will receive their pay adjustment effective on the day they return to work.
- Pay adjustments of any kind cannot be communicated to an employee prior to the manager receiving approval of that action.
- Employees who have a written warning or above or performance improvement plan on file in the past 12 months will not be eligible for pay increase or bonus considerations.
- Employees may not receive more than a 6% base wage increase in a 12 month period, unless approved by County Board.
- If an employee receives a merit increase, they may be eligible for bonuses as defined on page 10 of this guide.
- New employees must have been hired prior to October 1 to be eligible for the following annual compensatory increase or bonus considerations.
- New employees hired between October 1 and June 30 and are not eligible for the following annual compensatory increase or bonus considerations however will be eligible for an increase the first full pay period after their seventh month with a satisfactory 6 month review.
- Bonus - a bonus is a one-time payment made to reward an employee for reasons as set forth in this Compensation guide.
- Positions that have been taken to the external market for job pricing will be adjusted based on the following % of mid-point or their current wage whichever is higher. The base wage will not move for employees who are 100% of the mid-point or above. The adjustment will take place the following year in the first full payroll in January as follows:
 - Those that have been with Jackson County less than 1 year on January 1st will be placed in the wage range/pay group at 80% of mid-point.
 - Those that have been with Jackson County for more than 1 year but less than 5 years on January 1st move to 92% of mid-point.
 - Those that have been with Jackson County for 5 years or more on January 1st move to 95% of mid-point.
 - Those that have been in their current positions for more than 5 years on January

1st move to 100% of mid-point .

TYPES OF PAY ADJUSTMENTS

New Hires The hiring rate is normally the minimum of the salary range for entry-level individuals. If an individual with prior experience is hired, the hiring rate should reflect the level of experience the individual brings to Jackson County. The proposed rate should not create inequities within Jackson County. It is not advisable to place a new hire at the top of the salary range. It is important to maintain a careful balance between the needs of Jackson County and the desires and expectations of the job applicant.

When a position requires an Oversight Interview Committee which includes a member of the Personnel Department, that committee will have the authority to offer the applicant a wage between the minimum and mid-point of the salary range. The committee will take into consideration the following factors: local economic conditions, approved department/county budget for the position, experience, educational background, internal equity, and employment market conditions. If the Oversight Interview Committee and the Personnel Director disagree on the wage to be offered, then the Executive and Finance Committee will establish the wage to be offered.

When a position only requires the manager or the manager and Personnel Director to interview applicants or the applicant is appointed, the Personnel Director will have the authority to offer the applicant a wage between the minimum and mid-point of the salary range. The Personnel Director will take into consideration the following factors: local economic conditions, approved department/county budget for the position, experience, educational background, internal equity, and employment market conditions.

Requests to offer applicants a wage that exceeds the mid-point of the salary range requires the approval of the Oversight Committee, Personnel and Bargaining Committee and the Executive and Finance Committee. In the case of a Department Head, the request requires the approval of the County Board.

Merit (Pay for Performance) Increases Merit increases are intended to ensure that performance is recognized and that equity is achieved and maintained. The Personnel Director will review market conditions and trends to make recommendations for merit increases on an annual basis. Recommendations for merit increases should be on the basis of performance and should not move the compensation of an employee past the maximum established for the salary range.

Merit increase requests between the minimum and mid-point of the salary ranges need approval of the Department Head, Personnel Director and their Oversight Committee.

Merit increase requests between the mid-point and maximum of the salary range also need approval from the Personnel and Bargaining Committee and Executive and Finance Committee. In the case of a Department Head, the request also requires the approval of the County Board.

The overall merit increase budget is subject to County Board approval. If merit increases are approved, they are administered once a year effective the first full payroll in July.

Promotion

A promotion is the reassignment of an employee from one job to another job that is at least one pay grade higher than the former job. A promotion is generally accompanied by an increase in pay. An employee will not experience a decrease in pay when receiving a promotion.

Promotional increases are provided to recognize an increase in the scope and responsibility and should be given at the time the new responsibilities are assumed. The amount of the increase should be consistent with the objectives of the base compensation plan, take into consideration the employee's pay level prior to the promotion, and consider internal equity issues.

When a promotion requires an Oversight Interview Committee which includes a member of the Personnel Department, that committee will have the authority to offer the employee a wage between the minimum and mid-point of the salary range. The committee will take into consideration the following factors: local economic conditions, approved department/county budget for the position, experience, educational background, internal equity, and employment market conditions. If the Oversight Interview Committee and the Personnel Director disagree on the wage to be offered, then the Executive and Finance Committee will establish the wage to be offered.

When a promotion only requires the manager or the manager and Personnel Director to interview applicants or the applicant is appointed, the Personnel Director will have the authority to offer the applicant a wage between the minimum and mid-point of the salary range. The Personnel Director will take into consideration the following factors: local economic conditions, approved department/county budget for the position, experience, educational background, internal equity, and employment market conditions.

When a wage request exceeds the mid-point of the salary range, it requires the approval of the Oversight Committee, Personnel and Bargaining Committee and the Executive and Finance Committee. In the case of a Department Head, the request requires the approval of the County Board.

Equity and Administrative Adjustments

An equity adjustment is made to correct inequities due to internal or external conditions and may also be used to bring compensation to the minimum of the range or up to the level of other employees with the same experience, job, and performance. Equity and Administrative Adjustments will be made as set forth below under "Exceptions."

Job Reclassification

As the organization continues to grow, jobs and responsibilities will evolve and change over time. Therefore, as job descriptions change, they will be evaluated to determine if the job needs to be reclassified into a different salary range. If the job is reclassified into a different salary range, the placement of any employees in those jobs will need the approval of the Oversight Committee, Personnel and Bargaining Committee and Executive and Finance Committee.

Lateral Transfer

A lateral transfer is the reassignment of an employee from one job to another job in the same salary range and normally does not involve a change in pay. Lateral transfers provide employees with the opportunity to acquire new work experience and generally will be exposed to a different work environment. If a change in pay is requested, it would follow the approval process for promotions.

Demotion

Demotion is the reassignment of an employee from one job to another job in a lower salary range with a resulting decrease in the scope and responsibility of an individual employee's job. Demotions may occur for unsatisfactory job performance, in response to an employee request, and for various organizational reasons.

The employee will be placed in the new salary range which may result in a reduction in compensation. The placement in the new salary range will be determined and approved by the Oversight Committee, Personnel and Bargaining Committee and Executive and Finance Committee. The placement in the new salary range will be determined by the employee's performance, current pay level of the employee relative to the salary range as well as internal equity considerations, local economic conditions, department/county budget, experience, educational background, and employment market conditions.

Exceptions

In order to make the base compensation plan a more valuable management tool, exceptions which are variances from normal limits and guidelines may be considered when there is justifiable cause. Exceptions to policy should be discussed with the Personnel Director prior to the preparation of any recommendation. Exceptions must be reviewed and approved by the appropriate oversight committee, Personnel and Bargaining Committee, Executive and Finance Committee and the County Board.

OTHER COMPENSATION CONSIDERATIONS

- **Longevity Bonus** – The County may consider awarding a longevity bonus to employees that have received a successful performance review and have worked a minimum of 10 years with the County. If an employee receives a longevity bonus, they would not be eligible for a wage increase that year.
- **Benefited Time Bonus**– The County may consider awarding additional personal days up to a total of three days to employees that have received a successful performance review. This would be awarded in lieu of a wage increase for the year due to budgetary constraints. This is a one-time award and does not affect an employee's normal accrual rate.
- **Other Bonus** – The County may consider awarding a bonus to employees that have received a successful performance review. If an employee receives this type of bonus, they could be eligible for a merit increase if they have received an exceptional performance review that year.

- Pay Differential – The County may consider assigning a pay differential in addition to a position’s base wage – Ex: to compensate for a difference in shifts or in the situation where a lead worker is created but does not warrant a move in salary ranges. This may be compensated on an hourly or weekly basis.
- Premium Pay – The County may consider assigning a premium pay in addition to a position’s base wage – Ex: to compensate for requesting an employee to work during emergencies or weather related situations or hours outside their regular work schedule. This is compensated on an hourly basis.
- On-Call Pay – The County may consider assigning on-call pay in addition to a position’s base wage – Ex: to compensate for positions that are required to be on standby or on-call and are required to be readily available to respond in a timely manner when needed. Employees on-call are typically in a rotation and do not receive this pay every week. This is compensated on an hourly basis.
- Compensatory Time – The County allows certain positions to accrue compensatory time to be used as time off in the future. The accrual for these positions is defined in Chapter 4.
- Overtime – The County compensates employees for overtime per the federal and state regulations.

CONFIDENTIALITY

Jackson County compensation data is public record. Therefore, any party wishing to acquire specific compensation information may be entitled to receive it provided they make the request in the appropriate manner.

INTERNAL EQUITY ANALYSIS

POINT FACTOR EVALUATION PROCESS

The Point Factor Method breaks jobs down into identifiable “compensable factors” by assigning weights, levels, and points to specific evaluation criteria. These criteria are then used to evaluate positions throughout the organization. The point factor method provides uniformity of evaluations, determines relative value of different jobs, and addresses comparable worth issues.

Steps

1. Thoroughly review the job description of the position to be evaluated. Ensure completeness and accuracy.
2. Using the Point Factor Descriptions, determine the appropriate level of each factor for each position. Work through all positions for each individual factor before moving on to the next factor.
3. Record the factor level and associated points for each factor on the Point Factor Evaluation Form.
4. Total the number of points assigned to that position and record in the upper right hand corner.
5. Develop spreadsheet to clearly highlight points assigned to each position. This will identify the relative value of each job to every other job within the Organization.

POINTS ASSIGNED TO FACTORS AND LEVELS

FACTORS	WEIGHT	LEVELS					
		1	2	3	4	5	Maximum
1. KNOWLEDGE	25%						
a. Education	10	20	40	60	80	100	100
b. Experience/Job Knowledge	15	30	60	90	120	150	150
2. RESPONSIBILITY	65%						
a. Supervisory	15	30	60	90	120	150	150
b. Administrative	15	30	60	90	120	150	150
c. Public/Customer Relations	5	10	20	30	40	50	50
d. Government Relations	5	10	20	30	40	50	50
e. Safety of Others	10	20	40	60	80	100	100
f. Complexity/Impact	15	30	60	90	120	150	150
3. WORKING CONDITIONS	10%						
a. Environmental	5	10	20	30	40	50	50
b. Physical Demands/Hazards	5	10	20	30	40	50	50
<u>100.0%</u>		<u>Total Points:</u>					<u>1,000</u>

FACTOR DESCRIPTIONS

1A. KNOWLEDGE: Education

This factor considers the basic knowledge requirements in terms of formal education, information, and mental development necessary to perform a job satisfactorily. It includes knowledge of: steps, procedures, practices, rules, policies, theories, and concepts, as well as the ability to communicate, reason and problem solve. This knowledge can be acquired through formal schooling, independent study, short courses or on-the-job training. Specialized technical training for licensing or certification is included. It is assumed that all jobs require basic skills in reading, writing, and arithmetic (add, subtract, multiply and divide, decimals and fractions).

Consider the job requirement knowledge only and not the education the employee may have acquired or hiring policies relative to educational level or that "educational requirements must reflect advancement potential." To assist in determining the requirements, the degrees are expressed in relation to formal education steps.

Level 1: Requires the ability to understand and follow standard practices and instructions, keep routine records, operate standard office equipment, use a computer to enter and/or obtain information; ability to check, proof, post and file; knowledge of standard practices and procedures including clerical routines. Equivalent to a high school diploma.

Level 2: Requires the ability to read and understand written instructions, standard practices and procedures; some knowledge of or training in a specialized field or process; intermediate administrative support skills, bookkeeping/accounting or office routines, data entry; ability to compose and/or edit standard business correspondence. Also includes basic knowledge of mechanical or technical equipment. Equivalent to a high school diploma plus additional training in a specialized or technical field.

Level 3: Requires knowledge of a general or technical field such as accounting, information technology, manufacturing operations, quality control, advanced administrative support, data base and other computer applications, mechanics, and maintenance. Equivalent to two years of college or an associate degree.

Level 4: Requires thorough knowledge or training in a profession, or in a specialized or technical field such as financial analysis, accounting, business administration or management, clinical (nursing/specialized healthcare), social services, agriculture, computer science/programming/MIS, marketing, human resources, engineering, physical plant management, and chemical or biological sciences. Equivalent to a bachelor's degree.

Level 5: Requires a broad knowledge of an advanced and technically specialized field, formal research, and schooling beyond the bachelor's level. Equivalent to a master's degree, special licensure, or certification (CPA, JD, etc.).

1B. KNOWLEDGE: Experience or Job Knowledge

This factor considers the amount of previous similar or related work experience necessary to do the job under normal supervision. This factor appraises the length of experience to enable an average employee, with the necessary education, to perform the work proficiently. The level should include all essential preparatory training in subordinate occupations and be based on continuous progress rather than elapsed time.

Level 1: Up to one year

Level 2: One to three years

Level 3: Four to six years

Level 4: Seven to nine years

Level 5: 10 years or more

2A. RESPONSIBILITY: Supervisory

This factor considers the extent and level of supervisory responsibility as evaluated by the level and extent (number) of employees supervised, both directly and indirectly. (Numbers subject to change based on the size of each county.) Considers the types of supervision involved, and the responsibility that goes with the job for planning, instructing, directing, appraising, organizing, coordinating, and interpreting. It measures the authority exercised, including the degree of responsibility for functions, costs, methods, personnel, and policies.

Level 1: Is considered an individual contributor and is responsible for own work assignments. May provide training or assistance to others.

Level 2: Is considered a lead worker and is responsible for assigning, monitoring, planning, and some scheduling of the work activities of others within the same department performing similar work.

Level 3: Is considered a technical expert and/or supervisor and has authority within their field. Others are required to seek advice, approval and/or direction before acting. Technical expertise is provided and used by managers and officials in the decision making process. May supervise or provide work direction and guidance to team members in area of specialty.

Level 4: Is considered a manager and has operational authority for a major department and is responsible for operational results through direct supervision of staff and/or functional oversight, i.e., IT, HR, Highway, Forestry and Parks. Delegates work, controls processes and methods, evaluates employee performance, and initiates employment actions, collaborates with other departments.

Level 5: Is considered an executive leader and has the highest level of management responsibilities and is accountable for multiple functions. Manages and provides direction and oversight to department managers and operational units through direct supervision and/or operational oversight.

2B. RESPONSIBILITY: Administrative

This factor evaluates the requirement for organizing, budgeting, guiding, planning, coordinating, and controlling a variety of the leadership and administrative activities for a unit, department, division, or organization.

Level 1: Administrative responsibilities are uncomplicated and routine. Position involves some functional responsibility, generally limited to providing occasional functional advice and guidance to a limited group. No authority exercised over operation decisions. No budget responsibility.

Level 2: Administrative responsibilities are moderately complex involving the same or similar moderately complex functions which may occasionally be difficult and may include submitting limited budget recommendations. Position involves frequent rendering of functional advice and guidance, but generally without responsibility for control or follow-up.

Level 3: Leadership and administrative responsibilities are generally complex involving varied and moderately complex operations. Responsibilities include developing and administering a unit or department budget. Position involves frequent rendering of functional advice, counsel to widely diversified groups, and has functional authority to ensure operational efficiencies and effectiveness.

Level 4: Leadership and administrative responsibilities are complex, highly diversified and involve multiple units or departments of an organization's operations. Responsibilities include total budget control including allocation of resources. Position involves complex functional control and significant leadership responsibilities multiple functions and/or departments.

Level 5: Leadership and administrative responsibilities are at the highest level. Responsible and accountable for multiple departments, divisions or the entire organization. Establishes strategic direction and related goals and objectives. Provides oversight to the leadership of major departments and support functions. Position involves ultimate functional control and leadership responsibilities.

2C. RESPONSIBILITY: Public/Customer Relations

This factor considers the degree and impact of required interactions with the public and internal customers at the County.

Level 1: Minimal contact with the public/customers or with others outside of their assigned work group. Interactions are generally limited to routine departmental issues and the focus is mainly on tasks (vs. customer service).

Level 2: Public/customer relations are a required element of the job with internal customers and/or the public served. Interacts with others, screens for needs or issues, provides/gathers information, handles common requests, or directs them to the appropriate resources.

Level 3: Public/customer relations involves the explanation of programs and directing individuals to appropriate points of contact. Interactions are usually within a defined program responsibility. Typically does not entail authority to negotiate changes or agreements.

Level 4: Public/customer relations involves the explanation of complex programs or county services, various requirements, rules, and guidelines. Where conflicting interpretations may exist possesses limited authority to negotiate changes or agreements.

Level 5: Public/customer relations is at the highest responsibility and is a critical and continuous part of the job. Requires frequent interaction on collaborative efforts to develop understanding, interpret complex policies and impact on others, solve problems, mediate conflicts, and negotiate agreements. Where conflicting interpretations may exist possesses full authority to negotiate changes or agreements. Involves strategic approach to policy formulation and initiatives, skillful practice of collaboration and persuasion, at an organization and county level.

2D. RESPONSIBILITY: Government Relations

This factor considers job responsibilities related to interacting with other non-county governmental agencies/officials. Includes assessing and responding to their influence on county policy, rules/regulations, and laws/legal developments.

Level 1: Minimal involvement with other non-county governmental agencies/officials. Applies understanding of governmental rules, regulations and guidelines in performance of job duties.

Level 2: Limited involvement with other governmental agencies/officials in carrying out prescribed activities or job requirements. May serve as a resource/contact person for outside agencies/entities for clarifying rules.

Level 3: Serves as the primary resource/contact person for outside agencies/entities for clarifying and interpreting rules and the impact of law changes. Provides recommendations for law/rule/regulatory changes.

Level 4: Assesses and interprets law/rule/regulatory changes from other governmental agencies/entities and determines the appropriate county response in area(s) of responsibility. Interacts extensively with others (internal and external to the county) to interpret and influence the change process and communicate accordingly.

Level 5: Serves as the highest level of authority and has responsibility for interpreting legal/legislative changes and their impact on the county where no clear precedence exists. Assesses or responds to changes. Requires a high level of understanding and influence of the political process.

2E. RESPONSIBILITY: Safety of Others

This factor accounts for the responsibility for safety of others, both the public served and staff.

Level 1: Minimal responsibility for the safety of others. Job is performed using simple equipment and the materials involved are of such a nature that the probability of injury to self or others is remote.

Level 2: Modest amount of responsibility for the safety of others. Compliance with established safety regulations for the job performed should mitigate exposure to injury of self or others.

Level 3: Responsible for the safety of others on the job. Provides oversight of work groups and/or public served where there is a moderate exposure to physical hazards or threats. Implements and enforces safety standards for self and others. Requires routine training for common workplace or public safety concerns.

Level 4: Responsible for the physical safety of the public served. Requires extensive training and involves front-line response to public safety and/or health threats. Provides input into safety policies and procedures.

Level 5: Responsible for the overall responsibility of county employees and public served. Establishes and interprets policy for public safety. Responds to media for high profile incidents.

2F. RESPONSIBILITY: Complexity of Duties & Impact of Decisions

This factor evaluates the complexity of the work in terms of independent action extent to which duties are standardized, exercise of sound or independent judgment, types of decisions made, exercise of discretion, closeness of supervision required or received, resourcefulness or creative effort and planning required by the job.

Level 1: Duties are routine. Requires the ability to understand and follow instructions. Assignments are largely repetitive or standardized work; practices and procedures are specified. Exercises ordinary judgment, limited authority to select alternative work methods, work is closely supervised. Limited analytical or independent decision-making.

Level 2: Duties are semi-routine. Requires the ability to perform repetitive or generally standardized duties, works from instructions given or follows standard, general procedures. Makes decisions involving good judgment, and requires ordinary analysis of standard data. Work is checked, but not continuously.

Level 3: Duties are of a somewhat diversified nature involving a variety of applications where the employee is responsible for choice of action within prescribed limits or precedents. Works towards assigned objectives. Acts independently and uses good judgment to plan work, set priorities, assemble information, analyze facts or conditions regarding individual problems and situations, and to determine what action to take within limits of standard organization practice. Seeks advice on nonstandard situations. Moderate responsibility for decisions which usually affect daily operations of a single process. Work is reviewed for application of sound judgment.

Level 4: Diversified work of a technical and involved nature requiring the use of analytical ability and independent thinking and judgment to complete assignments where only general practice, precedents, and functional principles are applicable. Significant responsibility for decisions and final recommendations usually affect more than one department. Authority to make decisions at the departmental level. Work is reviewed for departmental results obtained.

Level 5: Ability to plan and perform a wide variety of duties with general knowledge of organization policies, practices, methods, and procedures. Performs both difficult and/or unusual work that requires considerable independent judgment to solve problems, devise methods, modify, and adapt procedures to meet different or changing circumstances. Uses considerable initiative and ingenuity. Authority to make decisions which affect departmental, administrative or technical operations. Decisions impact the entire organization in a demonstrable way. Work is reviewed primarily through results obtained.

3A. WORKING CONDITIONS: Environmental

This factor considers the environmental surroundings and conditions under which the job must be performed and the extent to which those conditions impact physical comfort. Consider exposure to weather, dust, dirt, heat, fumes, cold, wet, odors, noise or other conditions, including ventilation, and long or unusual working hours.

Level 1: Normal office working conditions within minimal exposure to disagreeable elements.

Level 2: Limited exposure to disagreeable elements such as dirt, temperature fluctuation, and/or limited exposure to weather conditions. Limited travel.

Level 3: Moderate exposure to environmental conditions that impact physical comfort such as poor ventilation and temperature extremes. May require specialized clothing or use of common personal protective equipment. Damage to clothing possible. Occasional travel.

Level 4: Regular exposure to disagreeable and environmental conditions. Spend the majority of working time outside in all types of weather conditions. Exposed to one or more particularly disagreeable elements such as continuous high noise level, considerable dust, heat, and humidity. Personal protective equipment regularly used. Regular travel.

Level 5: Significant and frequent exposure to disagreeable and environmental conditions. Requires use of extensive or specialized clothing and/or personal protective equipment.

3B. WORKING CONDITIONS: Physical Demands/Hazards

This factor considers the physically demanding nature of the work performed.

Level 1: Normal mental and visual attention is required. Minimal physical demand with minimal exposure to workplace hazards.

Level 2: Normal mental and visual attention is required. Light physical demands to include bending, twisting, turning, and light lifting. Limited exposure to workplace hazards.

Level 3: Close mental and visual attention is continuously required. Moderate physical demands typically found in trades work with moderate exposure to workplace hazards. Requires regular lifting, bending, twisting, turning, and use of power equipment.

Level 4: Regular and continuous physical demands and continuous mental and visual attention to work environment. Requires regular lifting, bending, twisting, turning, and use of power equipment and heavy equipment. Exposure to workplace hazards.

Level 5: Significant physical demands typically found in heavy industry or construction work, and with significant exposure to workplace hazards. Regular and frequent lifting, moving, bending, twisting, and turning

Point Factor Evaluation Form

Position Title: _____ :

Total Points _____

Factor	Description/Comments	Level	Points
Education			
Experience			
Supervisory			
Administrative			
Public/Customer Relations			
Government Relations			
Safety of Others			
Complexity/Impact			
Environmental			
Physical Demand/ Hazards			

Evaluated by _____ Date: _____

JACKSON COUNTY
POSITION DESCRIPTION QUESTIONNAIRE

1. GENERAL INFORMATION

YOUR NAME _____ TITLE: _____

DEPARTMENT: _____

REPORT TO (NAME): _____ (TITLE): _____

2. PURPOSE: In a few sentences, briefly describe the overall purpose of your position.

3. SPECIFIC DUTIES

List below the duties you perform. Emphasize those that you consider essential or fundamental to your job (the reasons your job exists). Please carefully describe what the task is, not the procedure used to perform the task. Each job duty should begin with an action verb (e.g., answers customer questions, sorts incoming mail, operates forklift, etc., verifies credit information, etc. - Examples of action verbs attached at end of form). Where applicable, please indicate a standard (answers incoming calls by the third ring, greets visitors in a friendly and helpful manner, checks in daily freight received according to established procedures, etc.).

In the last column provide a general percentage estimate of the time you spend performing each duty. This should total 100% and does not have to be exact – multiples of 5% are fine. Attach additional pages if necessary. All activities are to be included: daily, weekly, monthly, quarterly, annually, or some other appropriate time frame.

JOB DUTY	% Work Time
	<hr/> 100 %

6. WORK RELATIONSHIPS: For any of the contacts listed below that you have regarding company business that are listed below, indicate the frequency (e.g. daily, weekly, monthly, etc.) and nature or purpose (e.g. obtain/provide information, negotiate contracts, etc.) of the contact.

CONTACT	PURPOSE OF CONTACT	FREQUENCY
Employees in same department/function		
Employees in other departments/functions (list other departments & individual titles)		
Customers		
Suppliers/Vendors		
General Public		
Community/Trade/Professional		
Federal/State Gov't/Regulatory		
Other (specify):		

7. EDUCATION

Length of time you have occupied this position: Years_____ Months_____

Length of time you have been with the company: Years_____ Months_____

How much formal education do you think is **necessary** to do your job (*check one*):

- | | |
|--|--|
| <input type="checkbox"/> Less Than High School | <input type="checkbox"/> Associate Degree (2 Years) |
| <input type="checkbox"/> High School | Major: _____ |
| <input type="checkbox"/> High School +1 Yr Other Schooling | <input type="checkbox"/> College Degree (4 Years) |
| Type of Coursework: _____ | Major: _____ |
| <input type="checkbox"/> High School, +2-3 Yrs Other Schooling | <input type="checkbox"/> College Degree Plus Other Schooling |
| Type of Coursework: _____ | Type of Coursework: _____ |

Please indicate the education **you had** before you began work in your current job:

Please indicate your **current** education level:

List licenses/certifications required for your job and/or other additional specialized courses, subjects, or training that are necessary but not available through high school or college:

8. EXPERIENCE

How much similar or related work experience do you think is **necessary** for a person starting this job (*check one*):

- | | |
|---|--|
| <input type="checkbox"/> 1 month or less | <input type="checkbox"/> Over 3 years, up to 5 years |
| <input type="checkbox"/> Over 1 month, up to 6 months | <input type="checkbox"/> Over 5 years |
| <input type="checkbox"/> Over 6 months, up to 1 year | <input type="checkbox"/> Other (specify): |
| <input type="checkbox"/> Over 1 year, up to 3 years | |

Years or relevant experience **you had** prior to working in your current job:

Total years of experience to date:

How long do you think it should take an employee with the necessary education and experience (as shown above) to become familiar with details to do this job reasonably well (*check one*)?

Two weeks or less Six months Two years
 Three months One year Other (*Specify*): _____

How long did it take **you** to feel comfortable with the job you are now performing?

9. MENTAL EFFORT

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
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REASONING: Indicate the level of mental reasoning **necessary** to perform your job (*check all that apply*)

	Follow one- or two-step instructions; routine, repetitive task		
	Carry out detailed but uncomplicated written or verbal instructions		
	Follow written, verbal, or diagrammatic instructions		
	Solve practical problems; variety of variables with limited standardization; interpret instructions; conduct general information research		
	Logical or scientific thinking to solve problems; several abstract and concrete variables; conduct and interpret statistical or technical research		
	Address wide range or intellectual and practical problems; interpret nonverbal symbolism; comprehend most complex concepts		

MATHEMATICAL: Indicate the level of mathematical skills **necessary** to perform your job (*check all that apply*):

	Addition		
	Subtraction		
	Multiplication		
	Division		
	Algebra		
	Arithmetic calculations involving fractions, decimals, and percentages		

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Arithmetic, algebraic, and geometric calculations		
	Advanced mathematics/statistics e.g. calculus, factor analysis and probability determination		
LANGUAGE: Indicate the level of language skills necessary to perform your job (<i>check all that apply</i>):			
	Follow verbal instructions		
	Transcribe from dictation		
	Exchange basic informational data (to complete transactions, fill out forms/ checklists, make appointments, etc.)		
	Interview to gather information (basic screening interviews)		
	Advise others on alternatives/options (determine needs, what to communicate)		
	Coach and counsel (identify problems/concerns, develop solutions)		
	Speak in front of groups/public speaking/make presentations		
	Explain technical data/information		
	Read and follow written directions		
	Complete simple checklists		
	Fill out forms		
	Copy data from one record to another		
	Compose routine business correspondence (confirmations, requests, etc.)		
	Compose business reports		
	Compose complex business correspondence (requiring research, explanation, etc.)		
	Proofread written communication for spelling, grammar, syntax errors		
	Creative writing used in promotion or selling activities		
	Read and understand technical data/information		
	Take minutes for meetings		
	Other (specify:)		

10. JOB LOCATION: Where are the major activities of your job carried out? (*check all that apply*)

✓ CHECK	LOCATION	AVERAGE HOURS/DAY
	Indoors	
	Outdoors	
	At a desk/bench	
	At a machine	
	In a car	
	Out of town	
	Other (specify)	

Your regular hours of work: _____

How do you get to your work area:

By stairs? ___ By elevator? ___ What floor is it on? ___

Indicate the overnight, out-of-town travel required by the job:

___ Avg number of days/month ___ Avg number of trips/year

___ Avg number of days/trip

Reason for travel:

11. WORKING CONDITIONS: Indicate any job conditions that you are exposed to and the frequency of this exposure (daily, constantly, once a month, etc.). For each condition or environmental factor, indicate the nature or reason for the exposure. Write "not applicable" if your job does not require exposure to the factors indicated.

WORKING CONDITION/ ENVIRONMENTAL FACTOR	NATURE OF OR REASON FOR EXPOSURE	FREQUENCY
Dirt		
Noise		
Temperature Extremes		
Dampness		
Vibrations		
Equipment Movement Hazard		
Chemicals/Solvents		
Electrical Shock		
Significant Work Pace/Pressure		
Other (specify):		

12. PHYSICAL REQUIREMENTS

Check all the following that apply to the major activities of your job:

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Sitting		
	Standing While standing, must you support any weight (e.g., a heavy tool?) If so, what is it you support, how much does it weigh, and for how long do you support it?		
	Walking: How far?		
	Stooping		
	Climbing: How high? ___ Ladder? ___ Incline? ___ Stairs? ___ (#: ___)		
	Kneeling		
	Bending at waist		
	Turning/twisting		
	Lifting: How much weight? ___ lb. How often? ___ How high? ___ Waist high ___ Shoulder high ___ Above head ___		
	Carrying: How much weight? ___ lb. How often? ___ Alone? ___ With another person(s)? ___ How many people? ___		
	Pushing: How much weight: ___ lb. How often? ___		
	Pulling: How much weight: ___ lb.		
	Using keyboard		
	Using telephone		
	Use tools Generally describe the tools used:		
	Using fingers (instead of hand or arm)		
	Grasping: loose grasp ___ tight grasp ___		
	Repetitive motions What type?		
	Hearing: Ability to receive detailed information through verbal communication.		

Indicate the visual requirements necessary to perform your job (<i>check all that apply</i>):			
	Far vision: See things clearly 20 feet away or more		
	Near vision: See things clearly 20 inches away or less		
	Mid-range: See things clearly at distances of more than 20 inches and less than 20 feet		
	Depth perception: Ability to judge distance and space relationships, so as to see objects where and as they actually are		
	Color vision: Ability to identify and distinguish colors		
	Field of vision: Ability to observe an area up or down or to the right or left while eyes are fixed on a given point		

13. EQUIPMENT USED: List the equipment, machines, tools, electronic devices, and computer hardware/software that you are required to use in performing your job. Indicate the frequency of their use. For computers, indicate what they are used for (i.e., word processing, A/R, inventory, list management, etc.)	
EQUIPMENT, MACHINE, TOOL, ELECTRONIC DEVICE, COMPUTER HARDWARE, & SOFTWARE	FREQUENCY

14. EMPLOYEE COMMENTS: Please give any additional information you believe is important to thoroughly describe your job. Also, are there personal traits or abilities you feel would be helpful for a person to have to do this job?

Signature: _____ **Date:** _____

15. SUPERVISOR COMMENTS: Your signature below indicates that you have reviewed this questionnaire. Please do not erase or change any of the employee's answers. If you want to make revisions, please enter them in the **margins** in the appropriate spaces. Use extra paper if you need to, numbering your comments to match the items in question. These items will be reviewed with you before a final position description is prepared.

How many employees under your supervision perform the same job described above by this employee? _____

Comments of supervisor:

Reviewed by: _____ **Title:** _____