

Job Classification Factors – Job Leveling Chart
Job Family/Branch: Job Family Name (Job Family Code)//Job Branch Name (Job Branch Code)

Job Title	Job Title	Job Title	Job Title	Job Title
Job Code Grade	Job Code (numerical) Job Grade (alphanumerical)	Job Code (numerical) Job Grade (alphanumerical)	Job Code (numerical) Job Grade (alphanumerical)	Job Code(numerical) Job Grade (alphanumerical)
<p>Brief, Representative Examples of Essential Tasks/Activities</p>				
<p>Variety/ Complexity/Scope</p>				
<p>Communication</p>				

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Decision-making				
Nature of Supervision Given				
Knowledge, Skills and Abilities				
Required Education /Experience				

Classification Factors

Classification factors are the basis of the position comparison method of classification. By using classification factors, an HR Analyst can break a job down into its component parts and measure those parts against similar duties found in other positions, established benchmark positions, and class specifications. The percentage of time in duties that are then broken down into factors for analysis is the basis of comparison to other positions and will impact the level of a position. The following lists each factor and discusses its application.

Variety, Complexity and Scope of Work:

Variety/Nature: “Nature” includes the kind of work performed as shown by elements such as the subject matter, functions, profession, or occupation involved. “Variety” considers the different kinds of work included in the position. In considering variety, it must be determined whether the different kinds of work present require related or unrelated techniques, methods, knowledge, and skills. In those cases where there are several unrelated techniques and skills, the variety factor is very important and bears heavily on the level of complexity. Whether or not the level of complexity increases with variety will depend on such considerations as the degree of complexity in each task, the frequency of occurrence of each task, and the extent to which the various duties are completely different as to the skills required.

Complexity: This factor includes intricacy of tasks, steps, processes, or methods in the work performed; the difficulty of identifying what needs to be done; and the difficulty and originality involved in performing the work. Complexity can vary from limited to highly difficult. The degree of complexity is different in each position and is dependent upon such features as the degree of repetitiveness, frequency of variation of problems encountered, the state of development in problems presented, and the extent to which established procedures exist and are followed. The need to consistently exercise judgment is adapting to original problems, reflects increased complexity. This factor weights the relative character or intricacy of work processes and the corresponding range of thinking, analysis, and judgment required while doing the work. Significant in this factor is the extent to which the work requires new approaches or deviations from standard work practices. The resourcefulness or ingenuity required in the solving of new problems or in the treatment of old problems in new ways are paramount. In applying this factor, a determination is made as to whether new approaches and plans for problem solution are frequently developed; or whether decisions in unprecedented cases (analysis of standard versus conflicting data) are usually made by the employee.

Scope: This factor identifies the level within the organization. The extent of knowledge on a subject or area of work is an example of the scope and depth of knowledge. This influences the impact of a position in decision making and accountability. Higher level positions have more job scope or depth as it involves decision making and greater discretion on how a job is done. In addition, the impact of scope is seen in the extent of the knowledge and impact on the organization.

Communication: Consideration should be given to what effort is required to make the initial contact, the difficulty of communicating with those contacted, and the setting in which the contact takes place (e.g., the degree to which the employee and those contacted recognize their relative roles and authorities). This factor examines the type and range of interaction of an employee with others in performing the work or accomplishing an objective, and the level of understanding and acceptance of the person receiving the information. This factor also identifies the purpose and

extent to which personal contacts involve factual exchanges, significant or controversial issues, and differing viewpoints, goals, or objectives often requiring skills such as persuasion and negotiation. The ability to present information through public-speaking or educational settings is a significant aspect of this factor and often identifies a higher level of duties.

Decision-Making/Consequence of Error: This factor considers the questions, problems, or types of situations in which the employee makes recommendations and decisions affecting programs, methods, policies, or people. The degree measures judgments or actions by such criteria as instructions given, delegated authority, extent of review of work, and agency policies, rules and regulations. In applying this factor, consider the frequency, difficulty, and scope of recommendations, as well as the decisions and commitments which the employee may be allowed to make. Also consider the effects or consequences of decisions and judgments, the degree to which recommendations and commitments are accepted without supervisory review, and the results of the recommendations, decisions and commitments. Inherent in this factor are the analytical requirements including the range of thinking, analysis, and judgment required while doing the work. Significant consideration is given when the position requires new approaches or deviations from standard work practice; resourcefulness or ingenuity required in the solving of new problems or the treatment of old problems in new ways. For example, does supervisory control limit the scope of decisions; is there direct instruction or advice from the supervisor; what is the frequency and occasion for such instructions, and what is the status of the work when presented to the employee.

Nature of Supervision Given: This factor measures the extent to which a position's duties require leadership and coordination of the efforts of subordinates; accountability for the performance of other employees; assigning work, determining work processes, and reviewing a subordinate's work. Considerations include the selection or segregation of assignments given; nature of direct instruction or advice; frequency and occasion for such instructions, and status of the work when presented. The extent and degree to which the employee's actions and decisions are reviewed in process and/or upon completion should also be examined. Differing degrees of accountability or control over the work of others may exist. It is not unusual to find senior employees giving advice and assistance to other employees. Such a function is not generally construed as being supervisory responsibility.