

**CITY OF WAUKESHA
HUMAN RESOURCES POLICY/PROCEDURE**

POLICY F-3 – Job Evaluation Plan

SECTION 1. **WHEREAS**, The City of Waukesha desires to establish a uniform written policy and procedure regarding, evaluation of the relative order of worth of jobs to serve in setting *wage differentials*, based on skill, effort, responsibility and working conditions.

SECTION 2. **WHEREAS**, The City desires to establish position description requirements to provide a standard by which applicants for employment and employee's job performance can be evaluated, and,

SECTION 3. **WHEREAS**, it is the intent of the City to provide a tool to management in which they measure department goal achievement,

SECTION 4. **THEREFORE BE IT RESOLVED**, that the following described Job Evaluation Plan (JEP) is adopted:

I. Introduction.

The information collected through job analysis and summarized in job descriptions has a variety of uses in management, but none of these is as important to the overall Human Resources function as job evaluation and comparable salary analysis. Together they establish what a job should be paid and ensures that the pay is both internally and externally competitive. The City's job evaluation plan is intended to assist management in the following number of ways:

A. Planning and Budgeting.

Logically, organizational planning and budget financing precede all other administrative processes. Information about what work is being done and where it is being done is essential to effective organizational and financial planning. In addition, the logical grouping of similar positions under meaningful job titles acts to provide a common language for everyone concerned with planning and budgeting. Without meaningful titles a legislative body cannot really know the reason it is appropriating money. With meaningful titles, taxpayers, employees and department directors all have a common understanding of organizational planning and subsequent budgeting of personnel staffing. Classification surveys designed to obtain information about jobs, have often revealed titles that had no relationship to the duties performed in the job. In some cases, "high sounding" titles have been used for routine work, resulting in excessive salaries and a waste of public funds. Sometimes employees with "unimportant sounding" titles have important, but unrecognized, responsibilities and consequently inequitable pay. The City's job evaluation plan is designed as a constructive and objective method of overcoming any such problems.

B. Selection of Applicants.

Clearly written job descriptions, with their respective qualification requirements provide a standard against which applicants for employment can be evaluated. "Qualified" applicants cannot be adequately selected unless a determination has been

Policy F-3 Job Evaluation Plan

made as to what qualifications are actually required in a particular job. Accurate job descriptions provide the information needed to answer inquiries. Since qualification must be directly "job related," subjective judgments concerning educational requirements or years of experience needed to perform the duties of a position are no longer acceptable. Rather, evidence must be provided to show that the qualification requirements have been developed on the basis of skills, knowledge, and abilities needed to perform the actual duties. Therefore, the individual job description is the basic source for use in designing job related eligibility requirements and selection instruments (tests).

C. Compensation.

Our intent is that City jobs be paid equitably in two ways: internally, so that jobs that are of relatively greater value within the City organization are paid higher than those of lesser value (~~excluding seniority factors~~); and externally, so that rates paid within the City organization are competitive when comparable to other public sector labor market for the same work: the City's intent is not to lead the wage spiral, but to remain competitive.

D. Other Human Resources Processes.

In all other Human Resources processes -- promotion, transfer, demotion, etc. -- it is equally necessary that management know the types of positions with which it is making decisions. Employees cannot be placed in positions for which they are best suited unless the kind of work and its qualifying requirements are clearly known. Furthermore, interacting with employees on the basis of objective job descriptions helps to preclude, or at least limit opportunities for being influenced by nepotism, favoritism, politics, or other nonobjective reasons. Spelling out duties, responsibilities and supervisory relationships also helps an employee understand what is expected and thus assists in minimizing employee-supervisor misunderstandings. Furthermore, specific job requirements developed within a systematic job evaluation plan, provide a guide for proper employee development.

II. Basic Concepts.

The acquisition and orderly arrangement of job information are major tasks that must be taken before pay rates and a pay plan can be established. We must know the duties, skill, effort, responsibilities and working conditions that each job entails when satisfactorily performed by the average employee. We must know the essential duties of each job. We need to know whether jobs are routine or require the employees to make decisions independently; which jobs involve supervision or have any special requirements.

When information about jobs has been obtained, it is necessary to arrange all of that in a usable form. Jobs that are alike are grouped into classes. Classes which do the same kind of work at different levels of difficulty and responsibility are grouped into occupations. Different occupations are then grouped into major occupational categories.

III. Graded Classification Plan.

The characteristics that distinguish our classification plan as "*graded*" are:

**Policy F-3
Job Evaluation Plan**

- a.) A formalized procedure exists and is used for measuring the level of skill, effort, knowledge, responsibilities and working conditions of each position.
- b.) A series of "skill levels" are identified, each of which constitutes a specified level of skill, effort, knowledge, responsibilities and working conditions. The successively higher grades constitute successively higher levels of skill, effort, knowledge, responsibilities and working conditions. All of the classes in any one grade require essentially the same level of skill, effort, knowledge, responsibilities and working conditions.
- c.) A single pay range is used for the positions in the classes that are assigned to any one grade. No other grade in the pay plan uses the same pay range.
- d.) Classes are allocated to different grades only when the duties and responsibilities have significantly and permanently changed.
- e.) Pay changes in grade may occur when comparable market pay levels change or when the city revises the basic pay policy.

IV. Definitions.

Position (Job): Is the basic unit of our organization, defined as a group of essential duties, responsibilities and working conditions assigned by proper authority to be performed by an employee. A position may be full or part time, occupied or vacant, temporary or regular.

Employee: Is the individual hired to perform the work of an authorized position. It is particularly important to distinguish between the work to be done (the position) and the employee doing the work, job evaluation review deals only with the appraisal of position (jobs), and not the performance of the people doing actual work.

Classification: Involves a number of positions sufficiently similar in duties and responsibilities that each position in the group can be (1) given the same title; (2) assigned the same minimum educational requirements, experience, and training; (3) filled by substantially the same tests of ability or selection methods; and (4) have a similar level of job value.

Job Evaluation Plan: Consists of all the classifications which have been established, together with the procedure for its maintenance and the position description of each of the classifications.

Job Description: Is a written statement describing the purpose, essential duties, reporting relationships, and responsibilities of the job. This detailed statement expresses the purpose, the place within the organization, the essential duties, environment, supervision received and given and the equipment and material used. Job descriptions will always consist of the following parts:

- ~ Title: a brief narrative used in all official documents for the purpose of easy job identification. The job title should be indicative and descriptive of the job itself. ~~Generally, job titles should be "limited" to three (3) words or less.~~
- ~ Basic Function: consist of a brief overall statement of the level and scope of the essential work to be accomplished.
- ~ Responsibility and Authority: lists specific leadership requirements and reporting relationships necessary to carry out the basic function(s) of the job.
- ~ Specific Accountabilities: statements detailing a substantial portion of the essential duties required of the position. These statements are not intended to

**Policy F-3
Job Evaluation Plan**

be exhaustive but merely provide examples of the various essential work to be found in the position.

- ~ Required Knowledge, Skills and Abilities: Consists of the experience, educational, and license requirements, and the essential knowledge, skills and abilities needed to successfully perform the work.
- ~ Other: May list special or unusual, requirements of the position, such as a required bonding.

V. Allocating Factors.

A. Point Factoring. The accuracy of the point factoring process is dependent on clearly defined factors and degrees of elements and their factors, and on careful, comprehensive job analyses of job descriptions. The features of the plan are understandable and sufficiently detailed to permit the use of objective standards. It accomplishes the use of judgment rather than opinion, and serves as a constant check and guide. This administrative process separates money considerations from the job evaluation phase of the analysis. The value of any job is that which is assigned by the interaction of various elements during the process of point factoring. Point factoring establishes the value of each job by dividing its required elements into four primary compensable factors to derive a relative worth:

SKILL,
EFFORT,
RESPONSIBILITIES, and
WORKING CONDITIONS/EFFORT.

These ~~three~~ primary factors are broken down into ~~nine~~ ~~eight~~ allocable predetermined component elements. In analyzing the elements, each is defined and assigned a range of points weighted by factor. ~~Factors are divided into degrees which represent varying levels of the element.~~

The following is a detailed narrative of each of the ~~nine~~ ~~eight~~ elements:

SKILL

1. ~~Preparation and Training (13.0%)~~: Measures the minimum level of knowledge required by the job.
2. ~~Experience Required (17.6%)~~: Is determined by the amount of time that an average, regular, supervisory or professional employee would require to be able to assume full responsibility for the work and perform it effectively.

RESPONSIBILITY

3. ~~Decision Making, Independent Judgment (11.8%)~~: This factor is intended to measure the level of discretion or judgment exercised and the potential impact.
4. ~~Responsibility for Policy/Procedure Development (12.4%)~~: The extent to which the job requires the employee to develop or participate in the development of policies/procedures.
5. ~~Planning (15.3%)~~: Determines the level of planning and analysis required by the job.
6. ~~Contact with Others (12.4%)~~: The extent to which the work requires meeting,

**Policy F-3
Job Evaluation Plan**

interacting with, and influencing other persons, as well as the ability to make commitments on behalf of the City.

7. Work of Others (Supervision) ~~(10.5%)~~: Measures the responsibility placed on a person to plan work for, check the work of, and/or instruct or direct other employees.

WORKING CONDITIONS/EFFORT

8. Adverse Working Conditions ~~(7.0%)~~: The physical conditions surrounding the job that are beyond the employee's control, but affect the employee's well-being.
9. Technology in the Organization: This factor considers the extent to which the employee utilizes and supports technology, enhancing efficiency and communication.

B. Salary Survey - This element determines how selected jobs (benchmarks) stand in comparison to similar jobs in the public market with consideration for population, position definitions, organizational composition and the City's basic pay policy. It is the City's policy to maintain pay levels that are equitable to retain and attract qualified employees without taking the lead in initiating wage spirals. The City seeks to strike a proper balance between these two extremes. ~~The principle source of wage information is the annual benchmark position survey conducted by the Human Resources Director. It should be understood that this survey is based on comparison of similar benchmark jobs, and not identical titles. (Each job is examined to insure that the essential duties are similar, not just the title.)~~

C. Position description maintenance - It is a mistake to think that the job evaluation plan is an automatic device which will run itself. Job content changes, newly created jobs, out-of-line rates, and other pressures develop to force constant review. Here are some factors which could lead to job description changes:

1. Addition or abolishment of a major function.
2. Reorganization of a major function that combines various activities (such as establishment of a central stenographic pool and the elimination of secretarial positions).
3. Splitting of a function (such as changing from a generalized building inspection program to specialized inspections requiring separate electrical, plumbing and structural specialist.)
4. Addition or change of methods (such as from hand to machine, or from one kind of machine to another. Would not include change from a typewriter to a word processor.)
5. Gradual growth of a position with substantial permanent addition or change in duties and responsibilities. (An example would be a position that grows from one involving simple stenographic assignments to a full-fledged secretarial position as the incumbent is given greater and more complex responsibilities).
6. Growth of an organization to a point where more levels of supervision are required or where separate staff units and specialists are needed.
7. Although position descriptions should be broad in content, the need to pinpoint selection of an employee who can perform without further training may justify dividing a broad description into a number of more specialized ones. On the

**Policy F-3
Job Evaluation Plan**

other hand, in times of shortage of special skills, broad trainee descriptions may be needed for selection of candidates with potential ability to receive further training on the job, but this should not be viewed as a solution and should be used for the short term.

8. Job descriptions may from time to time require amendment, particularly in the entrance requirements on which selection is based. Factors leading to such changes include:
 - ~ New or changed professional or vocational licenses, or credential requirements;
 - ~ A tightening labor market (forcing lowering of skill levels to acquire personnel), or a loosening of the labor market (allowing restoration of skill levels);
 - ~ Increasing standards in order to upgrade the bonifide occupational qualifications (BFOQ) skill level of personnel selected;
 - ~ Need to broaden restrictive requirements that keep out qualified candidates or need to narrow requirements that would otherwise allow persons to compete in an examination who have little practical chance for success.

Of the factors above, some occur only under special circumstances, (1 - 4), others are constantly at work (5 - 9 &). The latter factors are those that would more commonly affect the plan and would require the most careful and constant attention.

VI. Change Warranting Job Description Review. The following are some ways in which the need for job description review becomes evident:

- ~ A review of personnel transaction forms may reveal substantial and permanent changes in the assignment of essential duties (e.g., the resignation of one individual and the reassignment of responsibilities to several other persons).
- ~ When annual budget requests are heard, proposals for new positions, reorganizations, or changes in methods or procedure maybe presented.
- ~ Upon request from a department director for reevaluation of a particular position which has been verified as undergoing substantial and permanent change in content since it was last reviewed.
- ~ Reviews of employee efficiency or work performance, it may be discovered that changes in job responsibilities and/or the standards required for the position have been substantially and permanently changed without having changed the actual written job description.
- ~ Technological Changes. When technological changes (such as the introduction of a new machine substantially different from existing machines, etc.) increase/decrease the skill requirements for a given job.

VII. Job Description Review Timing.

1. On-going. Each department director is responsible for the ongoing maintenance of accurate job descriptions based on current job content. The department director as a matter of policy will notify the Human Resources **Director Manager** by written letter detailing significant and permanent changes in the essential

Policy F-3
Job Evaluation Plan

duties of any current position, or when requesting creation or abolishment of any previously authorized position.

2. Periodic Audit. The Human Resources **Director Manager** may conduct periodic audits of current job descriptions timed according to need.

VIII. Procedure for the Review of Job Descriptions. The following procedure will be used once the need for job description review is established:

Step 1. The department director initiates a written request for review of a job description to the Human Resources **Director Manager**. The request for review will include the details of all significant and permanent changes in job content, both additions and deletions in the job.

Step 2. The Human Resources **Director Manager** will forward to the department director, for completion, the forms necessary for job analysis and review:

a. The employee will be required to complete their portion of the Position Description Questionnaire (**PDQ**) and submit it to their supervisor. ~~This should take no more than two (2) weeks.~~

b. The supervisor will complete their portion of the position description questionnaire and submit it to the department head, along with the employee questionnaire. ~~This should take no more than two (2) weeks and is concurrent with the completion of the employee questionnaire.~~

c. The department director will complete and submit their section of the Position Description Questionnaire along with the supervisor and employee portions to the Human Resources **Director Manager**. Included with that documentation will be a detailed written narrative supporting the need for job review **and a completed Job Analysis Questionnaire (JAQ)**. ~~This should take no more than two (2) weeks after receipt of the supervisor and employee questionnaire.~~

Step 3. The Human Resources **Director Manager** will evaluate the position(s) through review of the questionnaire(s), and by point-factor analysis. The Human Resources **Director Manager** may interview any appropriate person(s) if needed to arrive at a recommendation. ~~Analysis by the JEC should take no more than four (4) weeks from receipt of information forwarded by the department director.~~

Step 4. Upon completion of the review and analysis, the Human Resources **Director Manager** will prepare and submit a written recommendation to the City Administrator with a copy to the appropriate Department Director. The decision of the City Administrator is final.

Note: **JEP Review** and analysis of the job descriptions will result in one of the following recommendations:

- ~ No change.
- ~ Reallocation to a higher or lower salary grade.
- ~ Verify that the position is properly allocated to a grade but the essential duties or minimum requirements of the job have changed sufficiently to warrant modification of the written job description.

Approved job evaluation recommendations which reallocate a position to another

**Policy F-3
Job Evaluation Plan**

salary grade will take effect as of the date approved by the City Administrator, unless otherwise indicated.

- IX. Plan Responsibilities. The following is a brief review of the general responsibilities required within the City's Job Evaluation Plan:
- ~ Supervisor - is responsible for firsthand confirming statements that job content changes reflect the actual work currently required of the position, and that such changes are substantial, permanent, and required to successfully perform the job.
 - ~ Department Director - is responsible for initiating a written request for job evaluation review along with a detailed written recommendation regarding the need for such action, preparation of a revised draft job description, timely completion of all position description questionnaires.
 - ~ Human Resources **Director Manager** - is responsible to provide technical assistance to other department directors, is responsible for reviewing job descriptions and submitting an evaluation and analyses of all new or changed jobs to the City Administrator; to audit the plan for uniformity, recommends plan changes, and maintains all related records, master job descriptions and evaluations.
 - ~ The City Administrator - is vested with the authority to administer the job evaluation plan, and to supervise and approve final action on all job evaluation recommendations and is responsible for the maintenance of the policy, and in the development and recommendation of policy changes.
 - ~ Common Council - is responsible for approval of plan policy, including any and all subsequent changes.

~~The forms reproduced on the following pages are the approved forms for use in this plan, but are not in any sense the exclusive forms that may be used in administration and operation of this plan.~~

Passed this _____ day of _____, 2018.

Approved this _____ day of _____, 2018.

Mayor

ATTEST:

City Clerk