

**WAUKESHA PUBLIC LIBRARY
HUMAN RESOURCES POLICY PROCEDURE**

SUBJECT: JOB EVALUATION PLAN	Issued: 4/12/07 10/11/18	No: F-3
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SECTION 1. **WHEREAS**, The Library 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 Library 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 Library to provide a tool for management which they can utilize to measure departmental 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 ensure that the pay is both internally and externally competitive. The Library's job evaluation plan is intended to assist management in the following 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 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

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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 Library jobs be paid equitably in two ways: internally, so that jobs that are of relatively greater value within the organization are paid higher than those of lesser value (~~excluding seniority factors~~); and externally, so that rates paid within the Library are competitive when comparable to other public sector labor market for the same work: the Library'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 which require the employees to make decisions independently. We need to know which jobs involve supervision or have 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:

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- 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 positions (jobs), and not the performance of the individuals 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 that 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 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; a brief overall statement of the level and scope of the essential work to be accomplished.

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- ❖ 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 be exhaustive but merely to provide examples of the various essential works 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 ~~four~~ primary factors are broken down into ~~eight~~ nine 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 ~~eight~~ nine 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.

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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, interacting with, and influencing other persons, as well as the ability to make commitments on behalf of the Library.
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 Library's basic pay policy. It is the Library's policy to maintain pay levels that are equitable to retain and attract qualified employees without taking the lead in initiating wage spirals. The Library 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 City 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 that 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 with the incumbent being given greater and more complex responsibilities).
 6. Growth of the organization to a point where more levels of supervision are required or separate staff units and specialists are needed.

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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 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), while others are constantly at work (5 - 8). The latter factors are those that would more commonly affect the plan and require the most careful and consistent 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 may be 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.

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VII. Job Description Review Timing

1. On-going. The Library Director or her/his designee is responsible for the ongoing maintenance of accurate job descriptions based on current job content. The Library Director, as a matter of policy, will notify the Library Board ~~Human Resources Committee of Trustees~~ detailing significant and permanent changes in the essential duties of any current position, or when requesting creation or abolishment of any previously authorized position. ~~The Library will also notify the City Human Resources Director of any changes.~~
2. ~~Periodic Audit. The City Human Resources Director 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 Library Director or her/his designee initiates a written request for review of a job description to the City Human Resources Director. The request for review will include the details of all significant and permanent changes in job content, including both additions and deletions in the job.

Step 2. The City Human Resources Director will forward to the Library 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 to submit it to their supervisor. ~~This process should be completed in no more than two (2) weeks.~~
- b. The supervisor will complete their portion of the position description questionnaire and submit it to the Library Director or her/his designee, along with the employee questionnaire. ~~This should be completed in no more than two (2) weeks and~~ is concurrent with the completion of the employee questionnaire.
- c. The Library Director or her/his designee will complete and submit their section of the position description questionnaire along with the supervisor and employee portions to the City Human Resources Director. 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 City Human Resources Director will evaluate the position(s) through review of the questionnaire(s), and by point-factor analysis. The City Human Resources Director may interview any appropriate person(s) if needed to arrive at a recommendation. ~~Analysis 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 City Human Resources Director will prepare and submit a written recommendation to the City Administrator with a copy to the Library Director. Ultimately, the decision of the City Administrator will be final.

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Note: ~~Job Evaluation Plan (JEP)~~ Review and analysis of the job descriptions will result in one of the following recommendations:

- ~ No change.
- ~ Re-allocation to a higher or lower salary grade.
- ~ Verification that the position is properly allocated to a grade, but that 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 re-allocate a position to another salary grade will take effect as of the date approved by the City Administrator, unless otherwise indicated.

X. Plan Responsibilities: the following is a brief review of the general responsibilities required within the City's Job Evaluation Plan (JEP):

- ~ 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.
- ~ Library Director, or her/his designee: 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, and expedient completion of all position description questionnaires.
- ~ City Human Resources Director: is responsible for providing technical assistance to other department directors, for reviewing job descriptions, and submitting an evaluation and analyses of all new or changed jobs to the City Administrator. Also, he/she audits 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 (JEP), and to supervise and approve final action on all job evaluation recommendations, is responsible for the maintenance of the policy, and for the development and recommendation of policy changes.
- ~ Library Board: 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.~~

Approved by the Library Board
~~April 12, 2007~~ October 11, 2018

JOB EVALUATION ELEMENT

FACTOR 1: PREPARATION AND TRAINING (13%)

Preparation and Training measures the minimum level of knowledge required by the job. Here, the concern is with the knowledge that is normally (but not necessarily) acquired through formal schooling, as distinguished from work experience. Knowledge includes theoretical/academic knowledge; technical knowledge, computer hardware and/or software knowledge, and practical “hands-on” knowledge learned through specialized training or apprentice programs.

Degree	Definition	Point Value
1	Work requires a level of knowledge of reading, writing, and arithmetic below that normally attained in high school graduation.	10
2	Work requires a high school level of knowledge of several subjects in order to prepare reports, perform calculations, keep records, and/or deal effectively with other people.	30
3	Work requires, in addition to the skills normally acquired through a general high school education, specialized or technical training which may be obtained in high school, commercial, technical, computer, or shop courses, or by a very brief (six months or less) period of intensive preparation outside of school.	40
4	Work requires, in addition to the skills normally acquired through a general high school education, specialized or technical training which may be obtained in high school, commercial, technical, computer, or shop courses, or by a relatively brief period (more than six months, but less than one year) of intensive preparation outside of school, including certification and/or licensure training programs.	50
5	Work requires elementary technical training such as that which would be acquired in the first year of college, technical school, apprentice program, certification and/or licensing training programs, or business school.	60
6	Work requires extensive technical or specialized training such as would be acquire in the first two years of college, technical school, apprentice program, certification and/or licensure training programs, or business school.	70
7	Work requires a professional level of knowledge in a specialized field, which is equivalent to that which would be acquired by completing a regular four year college program.	90

JOB EVALUATION ELEMENT

FACTOR 2: EXPERIENCE REQUIRED (17.6%)

The degree of this factor 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. This experience will almost always be a combination of (a) experience on the job being evaluated and (b) experience on related jobs. Such experience may normally be acquired with this Library or elsewhere. Under this factor, do not consider the preparation and training required to provide the individual with the knowledge necessary to qualify for the job (that is considered under Factor 1) but rather the practical, on-the-job experience necessary to assume the basic responsibilities of the position.

Degree	Definition	Point Value
1	Up to one year experience is required.	50
2	Between one year and up to three years' experience is required.	75
3	Between three and up to six years' experience is required.	100
4	Between six and up to ten years' experience is required.	125
5	At least ten years' experience is required.	150

JOB EVALUATION ELEMENT

FACTOR 3: DECISION MAKING AND INDEPENDENT JUDGEMENT (11.8%)

Decision-making and independent judgement are exercised to some extent in all jobs. Such jobs differ, however, both in terms of (a) the level of discretion or judgement the individual exercises in making decisions and (b) the potential impact of such decisions or judgements on the overall success of the organization. This factor is intended to take both of these dimensions into consideration.

Levels of Discretion	Potential Impact of Erroneous Decisions or Judgement			
	<u>Minor:</u> Some inconvenience and delays, but little cost in terms of time, money, or public/employee good will.	<u>Moderate:</u> Significant costs in time, money, or public/employee good will would be incurred. Delays in important projects and/or schedules would be likely.	<u>Serious:</u> Important goals would not be achieved and the financial, personnel or public relations positions of the organization would be seriously affected.	<u>Very Serious:</u> Critical goals and objectives would be adversely and very seriously affected.
<u>Little discretion or independent judgement exercised.</u> Decisions virtually always determined by specific instructions from supervisor or existing policies and procedures.	5	15	35	60
<u>Some discretion or judgement exercised.</u> Supervision normally available.	15	25	45	70
<u>Job often requires incumbent to make decisions</u> in the absence of specific policies and/or guidance from superiors. Some direct guidance received from superiors.	25	35	55	80
<u>High level of discretion.</u> Decisions frequently restricted only by broad organization-wide policies. Little direct guidance from superiors.	35	45	65	90
<u>Very high level of discretion.</u> Decisions nearly always restricted by only the broadest policy. Normally pertains to elected officials or high level appointed officials, and department directors.	45	55	75	100

JOB EVALUATION ELEMENT

FACTOR 4: RESPONSIBILITY FOR POLICY/PROCEDURE DEVELOPMENT (12.4%)

The degree of this factor is determined by the extent to which the job requires the employee to develop or participate in the development of policies/procedures at both the intra-departmental and inter-departmental levels.

Degree	Definition	Point Value
1	The job involves only the interpretation and execution of policies/procedures established by higher management.	15
2	The job involves some participation in the development of policies/procedures for a unit within a department.	30
3	The job involves regular participation in the development of policies/procedures for a unit within a department.	45
4	The job involves primary responsibility for the development of policies/procedures for a small unit within a larger organizational component as well as the interpretation, execution, and recommendation of changes to broader policies.	60
5	The job involves primary responsibility for the development of policies/procedures for a small department or division and/or the development of policies/procedures which affect several organizational components.	75
6	The job involves primary responsibility for the development of policies/procedures for a large department, as well as regular participation in the development of organization-wide policies/procedures.	90
7	The job regularly requires the development of organization-wide policies/procedures.	105

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FACTOR 5: PLANNING (15.3%)

All jobs require incumbents to plan either their own work or to plan for the optimal utilization of resources (manpower, equipment, supplies, etc.) in the attainment of work group, departmental, and organization wide objectives. The degrees of this factor, then, are determined by the level of planning and analysis required by the job being evaluated.

Degree	Definition	Point Value
1	A minimum level of planning and analysis is required. Planning of routine operations for their own work.	20
2	Planning is required to ensure that unit activities are performed according to established procedures or standards.	40
3	An above average ability to analyze data and develop sound plans is definitely required. For example, (a) the development of performance plans for a large organizational component or (b) the development of plans where a number of difficult technical and/or administrative problems must be dealt with.	65
4	A high level of analytical ability is required to develop performance plans in complex situations. For example, (a) the integration of the plans of a number of diverse organizational components, or (b) the development of plans which entail the findings of solutions to several difficult technical and/or administrative problems.	95
5	An extremely high level of planning and analysis is required. Planning at this level (a) is often long range (five years or more) and (b) virtually always requires finding solutions to difficult technical and/or administrative problems.	130

JOB EVALUATION ELEMENT

FACTOR 6: CONTACT WITH OTHERS (12.4%)

Consider the extent to which the work requires meeting, dealing with, and influencing other persons as well as making commitments on behalf of the Library. Such contacts may be made in person or otherwise and may be with other municipal employees as well as outsiders, such as contractors, suppliers, professional association members, other governmental agencies, and members of the general public.

Degree	Definition	Point Value
1	Little or no contacts except superior, subordinates, and other professional and/or technical and office personnel at the same organizational level.	15
2	Frequent internal contacts and regular contacts with outsiders, but generally on routine matters such as furnishing or obtaining information.	30
3	Frequent internal contacts and regular contacts with outsiders, but generally on routine matters, but includes contacts with irate or disturbed customers or critics. Requires some public relations skills, such as the ability to diffuse and handle complaints.	45
4	Frequent internal contacts and external contacts, which require considerable public relations skills. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve problems, and reach consensus.	60
5	Frequent internal contacts and external contacts, (a) which require skill in dealing with and influencing others, and (b) which could have a significant impact on the library.	75
6	Frequent internal contacts and external contacts in which the employee may act as a principal spokesperson for the library, and/or be authorized to make commitments on behalf of the library.	90
7	Frequent internal contacts and external contacts where the employee may represent the library, and/or be authorized to make commitments in matters of critical interest to the library, Library Board, and City of Waukesha.	105

JOB EVALUATION ELEMENT

FACTOR 7: WORK OF OTHERS (10.5%)

This factor measures the responsibility placed on a person to plan work for, check the work of, and/or instruct or direct other employees.

Degree	Size of Group	Point Value
1	No responsibility for the work of others.	0
2	Responsible for the lead or direction of at least one employee.	10
3	Responsible for the supervision of an operation with between 1 and 6 full-time employees, or an operation with a group of full-time and part-time employees which together equals between 1 and 6 FTEs.	30
4	Responsible for the supervision of an operation with between 7 and 17 full-time employees, or an operation with a group of full-time and part-time employees which together equals between 7 and 17 FTEs.	50
5	Responsible for the supervision of an operation with between 18 and 50 full-time employees, or an operation with a group of full-time and part-time employees which together equals between 8 and 50 FTEs.	70
6	Responsible for the supervision of an operation with at least 51 full-time employees, or an operation with a group of full-time and part-time employees which together equals at least 51 FTEs.	90

~~JOB EVALUATION ELEMENT~~

~~FACTOR 8: ADVERSE WORKING CONDITIONS (7.0%)~~

~~Consider those physical conditions surrounding the job that are beyond the employee's control, but which may be physically demanding, unpleasant, strenuous, and/or hazardous, and thus, impact the employee's well-being.~~

Degree	Definition	Point Value
1	Good working conditions, with almost no physically demanding, unpleasant, strenuous, and/or hazardous elements.	15
2	Job involves occasional exposure to physically demanding, unpleasant, strenuous, and/or hazardous elements.	30
3	Frequent exposure to physically demanding, unpleasant, strenuous, and/or hazardous elements.	45
4	Continuous exposure to particularly physically demanding, unpleasant, strenuous, and/or hazardous elements.	60