



City of Tyler Job Evaluation Manual

Name of Person Completing this Document:
Job Title of Person Completing this Document:
Job Title Being Evaluated:
Department/Division:

Section I – Introduction

Point Factor Job Evaluation

Job evaluation, more precisely, Point Factor Job Evaluation, is a systematic and formal process by which management creates a job worth hierarchy within an organization. A point factor method of job evaluation determines the relative worth of jobs in terms of the levels of skills, efforts, and responsibilities (job content) associated with the jobs. In this method, the requirements of competent performance of the job are considered, and not the individual in the job.

Compensable Factors

Section II – Compensable Factors, lists the factors that will be used to evaluate each job within your organization. Compensable factors are paid-for, measurable qualities, features, requirements, or constructs that are common to many different kinds of jobs. These factors are qualities intrinsic to the job and must be addressed in an acceptable manner if the job is to be performed satisfactorily. In addition to being quantifiable, compensable factors should be relatively easy to describe and document, and those involved in using compensable factors to measure job work should consistently arrive at similar results.

Levels

With levels attached to the compensable factors, quantitative differences can be developed for different levels of the factor. Levels provide a measurement scale for rating each factor, and make it possible to develop an orderly approach for measuring each job relative to every other job.

Weighting Compensable Factors

When reviewing the objectives of the organization, it may be that some factors are more important than others. When this occurs, weighting each factor by its relative importance in the plan of organizational philosophy, policy, and objectives is necessary.



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Section I – Introduction (continued)

A Point Factor Job Evaluation System has a unique total number of points assigned to each factor and to each degree/level of a factor. After developing factor weights and measurement levels for determining job point-score differences, the final result is an established hierarchy of jobs with different rates or ranges of pay for each job.

Implementation of Job Evaluation

Job Evaluation Guidelines and Instructions

**Guidelines
for rating
jobs**

For each compensable factor, select the one level that best describes what is required by the job or is descriptive of the job. In deciding which level is most appropriate, consideration is given to what the job is or requires most of the time and under normal circumstances. Assume the job is being done well and performed in a competent manner.

All jobs require each of these factors to some degree. The definitions given for the defined levels are to be considered as guideposts, not as absolutes.



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Section II – Compensable Factor Definitions

FORMAL EDUCATION - This factor measures the minimum formalized training or education which is required for entry into the position.

Entry
into Position || Note: This measures minimum **requirements**, not preferences.

FORMAL EDUCATION	
1. <input type="checkbox"/>	Work requires knowledge necessary to understand basic operational, technical, or office processes. Level of knowledge equivalent to four years of high school or equivalency.
2. <input type="checkbox"/>	Work requires knowledge of a specific vocational, administrative, or technical nature that may be obtained with six-months/one year of advanced study or training past the high school equivalency. Community college, vocational, business, technical or correspondence schools are likely sources. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
3. <input type="checkbox"/>	Work requires knowledge of a specific vocational, administrative, or technical nature which may be obtained with a two year associate's degree, diploma or equivalent from a college, technical, business, vocational, or correspondence school. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
4. <input type="checkbox"/>	Work requires broad knowledge in a general professional or technical field. Knowledge is normally acquired through four years of college resulting in a Bachelor's degree or equivalent.
5. <input type="checkbox"/>	Work requires specialized knowledge in a professional or technical field. Work requires professional level of knowledge of a discipline equivalent to that which is acquired in a Masters degree-level of study or appropriate certification such as a Professional Engineer, Law Degree, or Certified Public Accountant.



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Section II – Compensable Factor Definitions

EXPERIENCE - Based on the minimum education required for the job, identify the degree of experience required for entry into the position.

Entry
into Position

Note: This measures minimum **requirements**, not preferences.

EXPERIENCE	
1. <input type="checkbox"/>	No experience required.
2. <input type="checkbox"/>	Under and including one year.
3. <input type="checkbox"/>	Over one year up to and including three years.
4. <input type="checkbox"/>	Over three years up to and including five years.
5. <input type="checkbox"/>	Over five years up to and including seven years.



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Section II – Compensable Factor Definitions

MANAGEMENT & SUPERVISION - This factor measures the managerial requirements for achieving results through people.

MANAGEMENT & SUPERVISION -NATURE OF SUPERVISION-		Degree of Complexity of Work Performed by Those Being Supervised	
		Semi-complex ¹	Complex ²
1.	This job title has no responsibility for the direction or supervision of others.	<input type="checkbox"/> 1a	n/a
2.	This job title occasionally directs helpers, assistants, seasonal employees, interns, or temporary employees.	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b
3.	This job title functions as a lead worker performing essentially the same work as those directed, and includes overseeing work quality, training, instructing, and scheduling work.	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b
4.	This job title supervises and monitors performance for a regular group of employees or department including providing input on hiring/disciplinary actions and work objectives/ effectiveness, performance evaluations, and realigning work as needed. A first line supervisor typically performs these functions.	<input type="checkbox"/> 4a	<input type="checkbox"/> 4b
5.	This job title manages and monitors work performance by directing subordinate supervisors or administrators , including making final decisions on hiring and disciplinary actions, evaluating program/work objectives and effectiveness, and realigning work and staffing assignments, as needed.	<input type="checkbox"/> 5a	<input type="checkbox"/> 5b
6.	This job title manages and monitors work performance of a department including evaluating program/work objectives and effectiveness, establishing broad organizational goals and realigning work and staffing assignments for the department.	<input type="checkbox"/> 6a	<input type="checkbox"/> 6b

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¹ The jobs or tasks of the group are in a somewhat technical or advanced activity where work methods are fairly well-established.

² The jobs or tasks of the group are typically in an advanced field of activity where work methods follow only generally standardized processes.



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Positions Supervised –

If this position serves as a lead for OR has direct supervisory responsibility, including the authority to make decisions regarding hiring, discipline and other personnel actions, please list position titles and number of employees.

Type of Employee	Position Titles and Number of Employees Supervised
Regular Full-Time Exempt:	
Regular Full-Time Non-Exempt:	
Part-Time:	
Seasonal or Temporary:	



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Section II – Compensable Factor Definitions

HUMAN COLLABORATION SKILLS - This factor measures the job requirements of personal interaction with others *outside direct reporting relationships* as well as the impact the job has on organizational, departmental or unit objectives, the output of services, or employee or customer satisfaction.

**Interaction
May Include**

- ☞ The general public
- ☞ Volunteers
- ☞ Other divisions or departments within the organization, including boards and commissions
- ☞ Other cities, governmental agencies or officials
- ☞ Vendors/Suppliers of products/services

HUMAN COLLABORATION SKILLS/INTERACTIONS		Likely Impact on the Organization	
		Moderate	High
1.	This job title requires regular interaction involving exchange and receipt of information.	<input type="checkbox"/> 1a	<input type="checkbox"/> 1b
2.	This job title provides advice to others outside direct reporting relationships on specific problems or general policies. Contacts may require the consideration of different points of view to reach agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b
3.	This job title makes decisions regarding implementation of policies . Contact may involve support of controversial positions or the negotiation of sensitive issues or important presentations. Contacts may involve stressful, negative interactions with the public requiring high levels of tact and the ability to respond to aggressive interpersonal interactions.	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b
4.	This job title makes recommendations regarding policy development and implementation . Evaluates customer satisfaction, develops cooperative associations, and utilizes resources to continuously improve customer satisfaction.	<input type="checkbox"/> 4a	<input type="checkbox"/> 4b
5.	This job title makes final decisions regarding policy development and implementation . Interaction with others outside the organization requires exercising participative management skills that support team efforts and quality processes.	<input type="checkbox"/> 5a	<input type="checkbox"/> 5b

Examples of Contacts/Interactions with others outside of direct reporting relationships:

External Contacts:	
Internal Contacts:	



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Section II – Compensable Factor Definitions

FREEDOM TO ACT AND IMPACT OF ACTION - This two-dimensional factor first considers the extent the job incumbent is free to act in the absence of supervision or standard operating policies and procedures. It also assesses the degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Limitations on Independence May Include

- ⇒ Supervisory control
- ⇒ The nature of the work
- ⇒ Established procedures
- ⇒ Legal constraints

FREEDOM TO ACT		Impact of Action	
		Moderate: Moderate benefits or costs in time, money, or public/employee relations.	Significant: Considerable benefits or costs in time, money or public/employee relations.
1.	<p>Receives Immediate Direction:</p> <p>This job title performs the duty assignment after receiving detailed instructions as to methods, procedures, and desired end results with <u>little room for deviation</u>. The immediate supervisor may, at times, provide close and constant review.</p>	<input type="checkbox"/> 1a	<input type="checkbox"/> 1b
2.	<p>Receives Direction:</p> <p>This job title normally performs the duty assignment after receiving general instructions as to methods, procedures, and desired end results. There is <u>some opportunity for discretion</u> when making selections among a few, easily identifiable choices. The assignment is usually reviewed upon completion.</p>	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b
3.	<p>Receives General Direction:</p> <p>This job title normally performs the job by following established standard operating procedures and/or policies. There is a <u>choice of the appropriate procedure or policy to apply to duties</u>. Performance reviewed periodically.</p>	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b

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FREEDOM TO ACT AND IMPACT OF ACTION - This two-dimensional factor first considers the extent the job incumbent is free to act in the absence of supervision or standard operating policies and procedures. It also assesses the degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Limitations on Independence May Include

- ☞ Supervisory control
- ☞ The nature of the work
- ☞ Established procedures
- ☞ Legal constraints

FREEDOM TO ACT		Impact of Action	
		Moderate: Moderate benefits or costs in time, money, or public/employee relations.	Significant: Considerable benefits or costs in time, money or public/employee relations.
4.	<p>Receives Limited Direction:</p> <p>This job title normally performs the duty assignment according to his or her own judgment, requesting supervisory assistance only when necessary. Special projects are managed with little oversight and assignments may be reviewed upon completion. Performance reviewed periodically.</p>	<input type="checkbox"/> 4a	<input type="checkbox"/> 4b
5.	<p>Receives Administrative Direction:</p> <p>The employee normally performs the duty assignments within broad parameters defined by general organizational requirements and accepted practices. End results determine effectiveness of job performance.</p>	<input type="checkbox"/> 5a	<input type="checkbox"/> 5b

Decision Making Responsibilities of this Position:

Examples of Decisions made by this Job Title:	
Examples of Decisions referred to Supervisor:	



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Section II – Compensable Factor Definitions

TECHNICAL SKILL – This factor measures the technical job difficulty in terms of the application of the technical skill required by the job. It measures job requirements of complex factors, legislative issues, analysis, and problem solving. The work is performed using technical skills learned either on the job or in an educational setting.

Entry into Position || Note: This measures minimum **requirements**, not preferences.

TECHNICAL SKILL		Application of Skill		
		Standard: Work product primarily affects unit processes	Advanced: Affects accuracy of multiple projects	Comprehensive: Consequences of work affect large groups as well as the customer-base at large
1.	Basic: This job title requires the use of standard technical skills appropriate to the work environment of the organization.	<input type="checkbox"/> 1a	<input type="checkbox"/> 1b	<input type="checkbox"/> 1c
2.	Skilled: This job title requires a comprehensive, practical knowledge of a technical field with use of analytical judgment and decision-making abilities appropriate to the work environment of the organization.	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b	<input type="checkbox"/> 2c
3.	Advanced: This job title requires advanced skills and knowledge in approaches and systems, which affect the design and implementation of major programs and/or processes organization-wide. Independent judgment and decision-making abilities are necessary to apply technical skills effectively.	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b	<input type="checkbox"/> 3c



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Section II – Compensable Factor Definitions

BUDGET/FISCAL RESPONSIBILITY - This factor measures the accountability and participation, if any, as it relates to the annual budget for one's unit or assigned area(s) of responsibility. This factor also measures relative financial responsibility.

	Size of Budget	
	Moderate ³	Substantial ⁴
This job title has no budgetary/fiscal responsibility	<input type="checkbox"/> 1a	n/a
The job title prepares accounting, budget, employment actions, purchasing documents; and does research to justify language used in documents for a unit or division of a department. May recommend budget allocations.	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b
This job title does research for documents, compiles data for computer entry, and/or enters or oversees data entry. Has responsibility for monitoring budget/fiscal expenditures (typically non-discretionary expenditures) for a work unit of less than department size (programs, activities, projects or small organizational units) or responsibility for fiscal management of capital project(s).	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b
This job title oversees budget preparation of a division or department budget. Reviews and approves expenditures of significant budgeted funds for the department or does research and prepares recommendations for organization-wide budget expenditures.	<input type="checkbox"/> 4a	<input type="checkbox"/> 4b
This job title has responsibility for final approval of at least one division/departmental budget and presents the budget(s) to Senior Management. Is authorized to approve fiscal/budgeted expenditures up to the amount that requires the approval of Senior Management	<input type="checkbox"/> 5a	<input type="checkbox"/> 5b
This job title has responsibility for final approval of budgetary recommendations to City Manager. Monitors progress toward fiscal objectives and adjusts plans as necessary to reach them.	<input type="checkbox"/> 6a	<input type="checkbox"/> 6b

³ Moderate budgets are considered to be from \$0 to \$1,000,000.

⁴ Substantial budgets are considered to be from \$1,000,001 to \$3,000,000.



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Section II – Compensable Factor Definitions

WORKING CONDITIONS – This factor measures the surroundings or physical conditions under which the work must be performed, to the extent to which they make the position disagreeable. Where working conditions vary with specified work assignments the degree selected must represent the average of all the conditions encountered.

NOTE: To receive a rating of 2a or higher, the work must be performed while exposed to conditions making the job noticeably unpleasant (dirt, dust, heat, cold, noise, odors, etc.) and/or while exposed to risk of major injury including loss of life or limb.

WORKING CONDITIONS		Physical Effort		
		Little Physical effort is required.	Occasional Physical effort is required.	Frequent Physical effort is required.
1.	Good: Relatively free from unpleasant environmental conditions or hazards. Office environment.	<input type="checkbox"/> 1a	<input type="checkbox"/> 1b	<input type="checkbox"/> 1c
2.	Satisfactory: Occasional exposure to unpleasant environmental conditions and/or hazards. Occasional outside work.	<input type="checkbox"/> 2a	<input type="checkbox"/> 2b	<input type="checkbox"/> 2c
3.	Disagreeable: Frequent exposure to unpleasant environmental conditions and/or hazards. Majority of work performed outside or with exposure to risk.	<input type="checkbox"/> 3a	<input type="checkbox"/> 3b	<input type="checkbox"/> 3c

-END OF JOB EVALUATION MANUAL-