# Town of Chilmark Municipal Position Evaluation Manual

UPDATED BY THE HUMAN RESOURCE BOARD OF CHILMARK &
APPROVED BY THE BOARD OF SELECTMEN ON _____

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## FOREWORD

This manual is a guide to assist the Human Resource Board of Chilmark (HRBC) to evaluate and grade positions for the appropriate grade of the current Compensation Plan. The final analysis of the proper grade will include other considerations as is required by the current policy for Updating Job Descriptions and Pay Grade Evaluations.

It is imperative that persons evaluating a position for grading be one hundred per cent objective. When using this manual it is only the position that is being graded, and not evaluating a person for a position. In this manner all positions in Town are considered in the same manner with the same criteria.

In some cases where a position may be a “hands on” job as opposed to an office position the manual differentiates between “outside” and “inside” respectively.

When evaluating a position it is important that the Board consider the minimum requirements to complete the required duties. There are thirteen factors that will be considered during the process, eleven of which are for non supervisory positions. Each factor has at least five levels. Each level has a score and the final score is totaled and the total is placed in the Grade Point Ranges to determine the Grade for the position.

The HRBC recognizes the need to be fair and consistent when evaluating positions. To that end the Board keeps a record of all evaluated positions, the evaluation of each factor, the grade assigned to the position, and the date the evaluation is completed. The purpose of maintaining this record is to avoid inconsistent grading over time.

## Chilmark Human Resources Procedures Manual: Position Descriptions & Grading

**Procedures Outline for Updating Job Descriptions**

1. When a year-round employee resigns or leaves the Town's employ, the job description is automatically reviewed and updated by the HRBC and the Department Head, Supervisor or Board. (This is also specified in the recruitment and hiring procedures).
2. When the Department Head, Supervisor or Board formally requests a job description be created or an existing one updated the HRBC will initiate the process.
3. All new job descriptions or updates to existing job descriptions are performed among the HRBC and the Department Head, Supervisor or Board.
4. The final job description is agreed by all review parties, formally voted by the HRBC for recommended review and approval by the Board of Selectmen (BOS) and signed by the HRBC Chair.
5. The Board of Selectmen review and vote to approve the job description and it is signed by the Chairman of the BOS.
6. Seasonal job descriptions are created or updated among the HRBC and the Department Head, Supervisor or Board.

**Procedures Outline for Assigning a Pay Grade to a New or Updated Job Description**

1. The final approved and signed job description is given to the HRBC for establishing or re-evaluating the pay grade for the position.
2. For year-round pay grade evaluations the HRBC and the Department Head, Supervisor or Board discuss the job description and perform the pay grade exercise.
3. The final agreed pay grade and hourly pay rate is then compared to similar positions in the other island Towns -- as applicable -- to assess the competiveness of the hourly pay rate.
4. Once final agreement is reached on the pay grade among the HRBC and the Department Head, Supervisor or Board it is formally voted by the HRBC for recommended review and approval by the BOS.
5. The Board of Selectmen review and vote to approve the pay grade and it is signed by the Chairman of the BOS.
6. Seasonal job descriptions are graded or re-graded among the HRBC and the Department Head, Supervisor or Board.
7. A formal pay grade change notice is filled out and given to the Treasurer for new or updated pay grades with an effective date.

## 1. Education/Knowledge

Consider the education and/or knowledge required either through formal education or specialized training which is essential for successful performance in the position.

**A. Basic**

***Inside and Out***

Ability to communicate in English, both in writing and orally. Ability to follow simple instructions. Equivalent to elementary school education.

**B Advanced Basic**

***Inside***

Knowledge of arithmetic and grammar. Ability in simple bookkeeping, posting and filing functions. Operational ability with computers, word-processing and spreadsheets.

***Outside***

Ability to operate a motor vehicle. Apprenticeship (entry level) knowledge of crafts or trades.

***Inside and Out*** Equivalent to high school education.

**C Intermediate**

***Inside***

Ability to employ semi-complex procedures requiring special knowledge or ability.

***Outside***

Ability to operate specialized heavy motor equipment, such as a snowplow, grader, backhoe, chainsaw, etc. Ability to understand technical terminology, perform simple laboratory procedures and/or simple machining. Ability within a particular field. Journeyman (working) ability in trades or crafts.

***Inside and Outside***

Equivalent to high school. Plus broad specialized training equal to one or two years of college

**D Advanced**

***Inside and Outside***

Intensive knowledge of a specialized field (e.g., engineering, nursing, accounting, finance, a specific trade) and a general knowledge of related fields; or broad knowledge of a major municipal function.

***Inside***

Equivalent to college or university education.

***Outside***

Master ability in trades or crafts.

**E. Master**

***Inside and Outside***

Advanced theoretical or technical knowledge of a highly specialized professional field (e.g., business administration, public administration, library science, public health). Equivalent to one to two years work in a graduate school at the Master's level. This may include a Master's degree in a professional field.

**2. Experience**

Experience measures the minimum amount of experience required to fill the position and to perform the duties and responsibilities of the job.

***Both Inside and Outside***

**A. Basic**

Up to and including 1 year.

**B. Advanced Basic**

Over 1 year, up to and including 3 years.

**C. Intermediate**

Over 3 years, up to and including 5 years.

**D. Advanced**

Over 5 years, up to and including 10 years.

**E. Master**

**3. Judgment and Initiative**

This factor measures the complexity of the duties, the relative level of intellectual demand, the level of independent action, and the extent to which duties are dictated by standard practice or the exercise of judgment.

Consider criteria such as creative effort required to devise new methods, techniques, policies and procedures, and the level of participation in the formulation of long-range and short-range plans and policies.

***Both Inside and Outside***

**A. Basic**

Simple repetitive or routine duties using definite procedures and little individual judgment. Work is either done under immediate supervision, or is completed using standard practices and procedures.

**B. Advanced Basic**

All of "A" above, and duties are defined by procedure and limited in scope, but may involve the choice of two or more alternative approaches, thus requiring the use of judgment or minor decision making.

**C. Intermediate**

Duties may involve the performance of specialized procedures requiring comprehensive knowledge of departmental functions and techniques or the exercise of technical expertise in applying standard professional techniques. The employee may be required to exercise judgment in the analysis of facts or circumstances surrounding individual problems in order to determine the appropriate course of action.

**D. Advanced**

Duties require comprehensive knowledge of activities of a department of the Town, and considerable judgment to work independently in formulating decisions regarding policies, procedures, operations, and planning at the department level.

**E. Master**

Duties require work on highly technical projects, or involved administrative problems, which require a sophisticated level of professional judgment and conceptual thinking; Employee may participate in the development of technical processes and/or management plans and programs at a municipality-wide level which requires a high level of judgment and initiative.

**F. Advanced Master**

Duties require the ability to direct the overall activity of the Town by exercising authority and accepting responsibility for planning, operation, and oversight.

**4. Supervision Required**

This factor measures the level to which the employee's immediate supervisor outlines the work to be completed, the methods to be followed, the results to be attained, and checks the progress of work.

In rating the relative level of independence which the employee exercises, consider the necessity, extent and closeness of supervision.

**A. Basic**

Under direct supervision, with assignments of work at frequent intervals and a regular check of performance.

**B. Advanced Basic**

Under general supervision, where duties are sufficiently regimented to allow the individual to perform independently on routine work, referring all questionable cases to the supervisor

**C. Intermediate**

Under general direction, the employee generally establishes their own work plan and priorities~~,~~ using and/or modifying established procedures~~,~~ to complete the work in accordance with established departmental policies and standards; only unusual cases are referred to supervisor.

**D. Advanced**

Under administrative direction, employee functions independently, referring specific problems to superior only where clarification or interpretation of policy or procedure is required; may be virtually self-supervising.

**E. Master**

Under policy direction, working from municipal policies and objectives; employee establishes short-range plans and objectives, their own performance standards and assumes direct accountability for department results; consults with supervisor(s) only where clarification, interpretation, or exceptional to municipal policy may be required; self supervising. Department Heads are examples of employees at this level.

**F. Post Master**

Exercises authority over total operations of municipality in conformance with general directives and objectives set forth by the governing body (Board of Selectmen); seeks counsel of governing body only on matters of policy adjustment, or where required by law. Executive Secretary position is an example of an employee at this level.

**5. Accountability**

This factor measures the responsibility for preventing errors due to carelessness. In rating this factor, consider the following:

- The likelihood of errors;
- The possibility of error detection;
- The probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or be succeeding operations.

Results of errors can be measured in damage to buildings and equipment, labor and material costs for correction, jeopardy to municipal programs, monetary loss, personal injury, danger to public health and safety.

**A. Basic**

The simplicity of duties performed means that probable errors can be easily and quickly detected, usually by the employee. Consequences would involve minimal time and expense for correction.

**B. Advanced Basic**

Most work is verified or checked assuring that errors are detected in succeeding operations. Consequences would include cost of correction and loss of time. Errors are generally confined to a single department.

**C. Intermediate**

Most work is not verified or checked.

***Inside***

Consequences of error would include minor monetary losses due to waste of materials or processing information.

***Outside***

Consequences would include monetary losses due to waster of materials, damage to buildings or equipment, or personal injury.

**D. Advanced**

Errors in specialized technical procedures, extensive analysis, etc. would be difficult to detect. Consequences would result in delay of service, or direct financial and/or legal repercussions to the Town.

**E. Master**

Duties include department-level responsibility for technical processes, service delivery, contributions to Town wide plans and objectives, and fiscal responsibility for a department, including buildings, equipment and manpower utilization. Errors could severely jeopardize department operations, or have direct financial or legal repercussions.

**F. Advanced Master**

Duties are for the entire operation of the Town. Errors will affect the Town either through financial or legal consequences, the ability to deliver services, and/or the confidence of the public.

**6. Contacts with Others**

While evaluating this factor, consider whether the position requires interaction with other employees and the public. Does the position require obtaining and furnishing information and/or does it involve influencing others?

**A. Basic**

Employee works alone most of the time, or has little or no interaction with others, except with immediate co-workers and own supervisor.

**B. Advanced Basic**

Employee has contact with other persons within the department on routine matters and occasional contacts with other departments or the general public. Employee must be able to work harmoniously with others and furnish or obtain routine information in a manner requiring ordinary courtesy and tact.

**C. Intermediate**

Employee regularly deals with the public on behalf of a department, to communicate semi-complex or detailed information to Town employees or the general public. The position may require discussing controversial subjects or supervisory matters, where tact is required to avoid friction and obtain cooperation. Contacts with others occur under conditions requiring tact, understanding and patience.

**D. Advanced Intermediate**

Employee may represent to the public on matters of procedure or policy, where perceptiveness is required to analyze circumstances in order to act appropriately. Employee may need to use persuasiveness and resourcefulness to influence behavior of others.

**E. Master**

Employee may need to use considerable persuasiveness, resourcefulness, discretion, and negotiating skills to influence the decisions and behavior of personnel in other departments, the general public, vendors, representatives of other governmental agencies, etc.

**F. Post Master**

The position requires frequent contact with local, state, and federal government officials, and community leaders~~,~~ to protect and promote the Town's interests. Employee must use diplomacy and judgment and be able to work effectively to influence all types of persons. Duties require a well developed sense of strategy and timing in representing the Town effectively in critical situations which may influence the well being of the Town.

**7. Confidentiality**

This factor measures the discretion and integrity required by those employees with access to privileged information handled or obtained in the normal performance of duties
Consider the nature of the information, and whether disclosure would compromise the position of the Town or the public, or constitute a breach of security.

**A. Basic**

Has limited or no exposure to confidential information.

**B. Advanced Basic**

Has access to some confidential information, where the effect of the any disclosure would probably be negligible, or where the full significance would not be apparent in the work performed.

**C. Intermediate**

Has access to some confidential information, bid proposals, applications for employment, etc., which if disclosed might have an adverse effect on employee morale or public relations.

**D. Advanced Intermediate**

Has regular access, at the department level, to a wide variety of confidential information, such as criminal investigations, negotiating positions, personnel files, etc. or confidential information relating to inter-department project plans and programs.

**E. Master**

Has full and complete access to all Town confidential information.

**8. Physical Environment**

This factor measures the surroundings or environmental conditions under which the job must be done and the extent to which they make the job disagreeable.

Consider the elements which hinder the employee's ability to perform assigned duties.

**A. Basic**

***Inside***

Usual office working conditions.

**B. Advanced Basic**

***Inside***

General interior cleaning

***Outside***

Good working conditions with occasional exposure to machines or related noise or unpleasant elements, such as chemical fumes, dust, heat, cold, oil, etc. Includes work under typical shop conditions or outdoor work that is suspended when weather conditions are poor.

**C. Intermediate**

***Outside***

Somewhat undesirable working conditions, with exposure to noise, fumes, dust, heat, cold, oil, odors and to other elements. Work may involve confinement to cramped quarters, or occasional performance of duties with exposure to weather extremes.

**D. Advanced Intermediate**

***Outside***

Undesirable working conditions. Duties involve continuous presence of irritating or unpleasant elements or continuous performance of duties with exposure to weather extremes.

**E. Master**

***Outside***

Extremely undesirable working conditions. Work requires high level of tolerance to combinations or extremely unpleasant elements. Employee must be relieved at frequent intervals in order to protect physical well being and/or safety.

**9. Manual Skills**

This factor measures the level to which the job requires motor coordination, manipulative ability and the coordination of manual dexterity with mental and/or visual attention. Consider the occupational application of manipulative ability and motor coordination in work situations of varying lengths of concentration.

**A. Basic**
***Inside***
Duties are mental rather than physical.

**B. Advanced Basic**
***Inside***
Duties are largely mental, rather than physical, but the job may occasionally require manual skills for activities such as moving objects, working at a computer, filing, preparing scale drawings, and operating a motor vehicle.

**C. Intermediate**
***Outside***
Duties may involve significant use of manual skills, requiring finger dexterity and motor coordination. Examples include using hand and power tools, chain saws, firing a gun, climbing a ladder, swimming, or operating and handling boats.

**D. Advanced Intermediate**
***Outside***
Duties may involve close coordination of finger dexterity, manipulation and motor control under conditions which require extreme accuracy. The manual skills required are comparable to those which may be needed to repair complex equipment, operate Class II motor vehicles, etc.

**E. Master**
***Outside***
Duties may involve a high level of mental concentration and hand/eye coordination for long time periods.

**10. Physical Effort**

This factor measures the level of physical effort required in the performance of job duties. Consider the physical activities of manual labor, standing, walking, etc., as well as the exertion of physical force for intermittent or short periods of times.

**A. Basic**

Duties require little or no physical effort. This level is equivalent to office work.

**B. Advanced Basic**

Duties may require intermittent light to moderate physical effort in carrying, lifting or moving light weight materials or equipment (less than 30 pounds), walking or standing approximately half the time.

**C. Intermediate**

Duties may require moderate effort in carrying, lifting or moving bulky materials or equipment weighing approximately 30 to 60 pounds, or walking or standing all the time.

**D Advanced Intermediate**

Duties may require intermittent heavy physical effort in pulling, pushing, or lifting up to 100 pounds.

**D. Master**

Duties require considerable strength and endurance in performing heavy manual labor for extended periods. Employee must have ability to pull push lift or carry more than 100 pounds.

**11. Occupational Risks**

This factor measures the relative level of exposure to hazards which might cause injury on the job.

Consider both the probability of injury, as well as the severity of an injury if an accident actually occurred.

**A. Basic**

***Inside***

Duties of the job present little or no potential for injury. Equivalent to office work.

***B through E apply to non-office positions only***

**B. Advanced Basic**

Duties generally do not present any occupational risk. Minor injury could occur, through employee failure to follow safety procedures. Examples of injury include minor bruises from falls, minor cuts or burns, or muscular strains from lifting or carrying

**C. Intermediate**

***Outside***

Duties present potential risk of minor injuries which could result in loss of time from work. Examples of injury include burns from chemicals, steam or fire, muscular stains from working with extremely heavy equipment or materials and illness from exposure to communicable diseases.

**D. Advanced Intermediate**

***Outside***

Duties may involve frequent exposure to hazardous conditions involving the possibility for serious injury, or occasional exposure to conditions which could result in total and permanent disability or loss of life.

**E. Master**

***Outside***

Duties involve frequent exposure to hazardous conditions; injuries could result in total and permanent disability or loss of life. Example: highway department work on Town roads.

**12. Character of Supervision**

If the position requires no supervisory duties or skills, stop here and score a zero for this factor. In rating the character of supervision a number of factors should be considered:

1. Type of supervision (functional, technical, direct, administrative, etc.)
2. Accountability, measured in terms of responsibility for specific results, operational costs and methods.
3. Responsibility for personnel actions (hiring, discipline, termination, orientation, training, developing policies and procedures etc.
4. Budget development and control.

**A. Basic**

Work of the supervised employee is essentially the same as the work of the supervisor. The position may provide immediate functional or technical supervision over other employees in the same or a closely related classification. Supervision is limited to occasional explanation and guidance. The position may include relief responsibilities. No responsibility for costs, methods, or personnel.

**B. Advanced Basic**

Provides immediate supervision over a functional unit or section, with time spent assigning, checking, and reviewing work which has standardized procedures. Supervisory responsibility includes direct accountability for quality and quantity of work, but does not extend to personnel or budgetary activities.

**C. Intermediate**

Provides direct supervision of a department, including service delivery, personnel actions, work force planning and budget development and control.

**D. Advanced Intermediate**

Has general supervisory responsibility for a major department, including all personnel actions, work force planning, and budget development and control. May assume temporary responsibility for entire Town in the Executive Secretary's absence.

**E. Master**

Directs, coordinates, plans and organizes the overall operation of the Town in conformance with general objectives and directives established by the Town Meeting and Appointing Authority.

**13. Scope of Supervision**
This factor should only be used when rating positions which involve supervisory duties. If no supervisory duties are required score a zero for this factor.

In rating the scope of supervision, consider the number of persons generally supervised. Part time employees should be combined and converted to full time equivalents.

**A. Basic**
Supervises 2 or fewer persons

**B. Advanced Basic**
Supervises more than 2 and up to and including 5 persons

**C. Intermediate**
Supervises more than 5 and up to 10 persons.

**D. Advanced Intermediate**
Supervises more than 10 persons but not more than 30 persons

**E. Master**
Supervises more than 30 persons.

# POINTS ASSIGNED TO FACTOR LEVELS

| | A | B | C | D | E | F | G |
|---|---|---|---|---|---|---|---|
| **Training** | | | | | | | |
| 1.) Education/Basic Knowledge | **15** | **30** | **45** | **60** | **80** | | |
| 2.) Experience | **20** | **40** | **60** | **80** | **100** | | |
| | | | | | | | |
| **Initiative** | | | | | | | |
| 3.) Judgment & Initiative | **15** | **30** | **45** | **60** | **75** | **90** | |
| 4.) Supervision req. | **5** | **10** | **20** | **40** | **50** | **60** | |
| | | | | | | | |
| **Responsibility** | | | | | | | |
| 5.) Accountability | **5** | **10** | **20** | **30** | **40** | **60** | |
| 6.) Contacts with Others | **5** | **10** | **20** | **40** | **60** | **80** | |
| 7.) Confidentiality | **5** | **10** | **15** | **20** | **25** | | |
| | | | | | | | |
| **Job Conditions** | | | | | | | |
| 8.) Physical Environment | **5** | **10** | **15** | **20** | **25** | | |
| 9.) Manual Skills | **5** | **10** | **15** | **20** | **25** | | |
| 10.) Physical Effort | **5** | **10** | **15** | **20** | **25** | | |
| 11.) Occupational Risks | **5** | **10** | **15** | **20** | **25** | | |
| | | | | | | | |
| **Supervision** | | | | | | | |
| 12.) Character of Supervision | **5** | **10** | **20** | **40** | **60** | | |
| 13.) Scope of Supervision. | **5** | **10** | **20** | **40** | **60** | | |

# GRADE POINT RANGES

| Proposed Grades | Point Ranges |
|---|---|
| 12 | 451-500 |
| 11 | 401-450 |
| 10 | 351-400 |
| 9 | 301-350 |
| 8 | 276-300 |
| 7 | 251-275 |
| 6 | 226-250 |
| 5 | 201-225 |
| 4 | 176-200 |
| 3 | 151-175 |
| 2 | 126-150 |
| 1 | Under 125 |