



Point Factor Manual



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POINT FACTOR VALUES

FACTORS	WEIGHT	NUMBER OF DEGREES	POINTS AVAILABLE	1	2	3	4	5
1. Experience	15%	5	150	25	50	75	125	150
2. Education	13%	5	130	26	52	78	104	130
3. Supervision Exercised	13%	5	130	0	31	62	93	130
4. Personal Contacts	13%	4	130	31	62	93	130	——
5. Consequence of Errors	13%	5	130	10	31	62	93	130
6. Independence of Work/Discretion	10%	4	100	10	40	70	100	——
7. Responsibility for Policies and Procedures	10%	5	100	8	30	52	75	100
8. Responsibility for Accurate Records/Reports	7.5%	4	75	8	30	52	75	——
9. Physical Demands/Work Environment	5.5%	3	55	10	40	55	——	——

1. EXPERIENCE – (15%)

This factor refers to the amount of experience that is needed working in the appropriate field or profession to permit an employee to effectively perform the duties and responsibilities of his position, or to comply with legal experience requirements.

Degree	Points	Degree Definition
1	25	No experience through 2 years' experience
2	50	More than 2 years but less than 5 years' experience
3	75	More than 5 years but less than 10 years' experience
4	125	More than 10 years but less than 20 years' experience
5	150	More than 20 years' experience

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2. EDUCATION – (13%)

This factor refers to the minimum level of education that is needed in order to permit an employee to effectively perform the duties and responsibilities of his position, or to comply with statutory educational requirements.

Degree	Points	Degree Definition
1	26	Completion of high school education or GED.
2	52	Completion of high school education or GED plus post-secondary education and/or training.
3	78	Completion of bachelor's degree.
4	104	Completion of a bachelor's degree (in related field) and additional certification(s) (e.g. CPIM, CPRP, SHRM-CP, PHR, SPHR, CPM, CLRP, etc) or professional licensure / registration (e.g. P.E., CPA, etc) or Master's degree.
5	130	Completion of graduate level degree (e.g. J.D., PhD, etc).

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3. SUPERVISION EXERCISED – (13%)

This factor refers to the position’s responsibility for exercising supervision over others. Take into account the kind of supervision exercised, the level of those supervised, and the complexity of the work performed by subordinate positions. The primary responsibility of supervision involves determining which employee will do what, when, and how.

Degree	Points	Degree Definition
1	0	No supervisory responsibilities
2	31	Performs lead work and ensures that employees perform work in accordance with established procedures or standards and that deadlines and schedules are met.
3	62	Responsible for immediate supervision of a work unit of small size (front-line supervision). Ensures that employees perform work in accordance with established procedures and methods; assigns work; takes corrective action according to established policy, and ensures that project deadlines are met.
4	93	Requires planning, organizing, directing, and controlling the work activities of a multi-function work unit. Supervises a medium size group of employees (department-head). Recommends staffing patterns and levels. Coordinates flow of work between work units. Supervision may be exercised through one (1) or more levels of supervisory personnel within in a department.
5	130	Requires supervision and coordination of a major organization unit with coordinating contacts that extend to a number of other departments and outside agencies. Exercises general direction through at least two (2) levels of supervisory personnel. A large number of subordinates are engaged in unstructured work requiring minimum guidance and direction.

4. PERSONAL CONTACTS – (13%)

This factor refers to the requirement of responsibility for securing cooperation and agreement, meeting, dealing with, and maintaining contacts with management and legislative officials, representatives of the general public, outside organizations, and other organization units. The determination of the degree and point rating for personal contacts responsibility is based on the extent, frequency, and regularity of establishing and maintaining contacts; the purpose and importance of contacts; the importance of resulting actions; and the level or importance of persons contacted. (Contacts with co-workers in the same unit, direct subordinates, and direct supervisors are not included.)

Degree	Points	Degree Definition
1	31	Requires limited responsibility for making routine contacts regarding non-specialized matters with employees of other work units, the general public, and outside agencies in performing duties of the position.
2	62	Requires some responsibility for making occasional responsible contacts with the general public, other departments or divisions, or with persons at all levels outside of the organization for the purpose of furnishing or obtaining information on non-specialized matters; or for making regular routine contacts with the general public.
3	93	Requires responsibility for making regular contacts with the general public, persons in other organization units, or outside organizations and representatives for the purpose of furnishing or obtaining information, explaining semi-specialized matters, or explaining procedures and regulations relating to the duties of the position; or occasional contacts with officials at the higher levels of outside agencies and in other organization units on situations requiring cooperation and explanation of services and activities of the division or department.
4	130	Requires considerable responsibility for making regular contacts with the general public, persons in other organization units, or outside organizations and representatives for the purpose of discussing, explaining, and/or interpreting rules, regulations, policies, and information of a specialized nature; or for securing cooperation or agreement from members of the general public, employees, or officials.

5. CONSEQUENCE OF ERRORS – (13%)

This factor measures the probability of making errors and the responsibility for preventing errors from occurring. Consideration is given to the probable effect of errors based upon the degree to which work is verified or checked and the likelihood of errors being discovered in subsequent operations by the employee or at supervisory levels. Consideration is also given to the economic loss and/or material loss, equipment damage, and costs associated with the correction of the error, and/or overall impact upon the client, the general public, and the image of the agency within the community. This factor also incorporates the employee's errors in judgment and the effect on the operations, programs, and services of the agency.

The determination of the degree and point rating is based upon the extent of the opportunity to prevent errors from occurring and whether this responsibility is limited or full and independent.

Degree	Points	Degree Definition
1	10	Probable errors are easily and quickly detected, usually by the incumbent, and would result only in minor confusion or limited expense for correction.
2	31	Probable errors are usually detected in succeeding operations and generally confined to a single work unit. Most details of the work are verified or checked. Correction may involve back-checking or redoing the work of others or some limited monetary losses.
3	62	Probable errors may be serious involving such losses as incorrect balances, additional costs or charges, faulty document preparation, loss of monies to the agency, overpayments, loss or delay of production or services, clients not having access to agency services, material waste, equipment misuse or damage. The effects are usually confined within the organization. Most of work is not verified or checked in detail but control is possible.
4	93	Probable errors would be difficult to detect, such as inappropriate processing or utilization of assets or recommendation of inappropriate equipment or facilities, resulting in excess costs or a period of inadequate services. May have an adverse effect on clients or community relationships. Work is not subject to immediate audit or check except for periodic review of reasonableness of results. Involves considerable accuracy and responsibility.
5	130	Probable errors may involve major expenditures for equipment, facilities, or materials, or serious loss of client and/or community good-will. Duties may involve the effective recommendations of important methods and policies such as those affecting outside relations in general and/or the direct and final preparation and presentation of data upon which top management or community leadership bases important decisions.

6. INDEPENDENCE OF WORK/DISCRETION – (10.0%)

This factor refers to the degree to which the work is supervised or guided by practice or precedent, and the requirements of the job for problem solving and decision making.

Degree	Points	Degree Definition
1	10	Requires general supervision. Tasks may require occasional use of judgment. Employee may determine work sequences or make procedural decisions. Some dependence is placed in the employee's reliability.
2	40	Requires direction. Employee may receive general assignments and time frames but uses independent judgment to determine details and work sequences. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work of a small work unit.
3	70	Requires general direction. Supervision is generally received in the form of bulletins, memos, staff conferences, or verbal instruction. Requires regular use of initiative and independent judgment to solve varied problems. Employee may be required to supervise, plan, organize, coordinate, and evaluate the work between multiple work units.
4	100	Requires administrative direction. Supervision is generally received in the form of program objectives and target dates. Tasks require the development and interpretation of guidelines for subordinates and supervising, planning, organizing, coordinating, and evaluating the work of a large size work unit. Requires consistent use of initiative and independent judgment to solve difficult, unique, and varied problems.

7. RESPONSIBILITY FOR POLICIES AND PROCEDURES – (10.0%)

This factor covers the degree of involvement in developing work policies and methods and the extent to which the employee is involved in or responsible for developing, approving, and enforcing work policies and methods.

The determination of degree must take into account the kind of responsibility, i.e., providing input into the development, implementation, interpretation, enforcement, origination, etc., or approving or executing any existing or new policies or methods, or participating and assisting in the development and enforcement of policies and methods, the importance and level of policy involved, and/or the complexity of the methods involved.

Degree	Points	Degree Definition
1	8	Requires responsibility in carrying out established policy and following the methods and procedures relating to the duties of the position.
2	30	Requires some responsibility for carrying out and explaining existing policy, methods, and/or procedures relating to the duties of the position or of subordinate or lateral positions.
3	52	Requires responsibility for carrying out, interpreting, and enforcing existing policy and methods or for assisting in developing policy and methods within the work-unit.
4	75	Requires considerable responsibility for carrying out, explaining, interpreting, coordinating, and enforcing existing intra-unit policy and methods, and for assisting in originating and developing inter-unit policy and methods.
5	100	Requires major responsibility for developing, coordinating, originating, and executing intra-unit policy and methods in a large organization unit; or for the development of overall administrative policy or methods that affect a majority of the County employees; or for determining the legal basis for policy.

8. RESPONSIBILITY FOR ACCURATE RECORDS / REPORTS – (7.5%)

This factor refers to the requirement to be responsible for gathering, recording, and preparing informational data for records, reports, or for other purposes and for maintaining and preparing operational, personal, financial, technical, and/or scientific records.

The determination of the degree and point rating for records and reports responsibility is based upon the extent, volume, and importance of the work involved in the processing of such records and reports. Consideration is also given to the confidential nature and complexity of the records and/or reports and the impact of disclosure of such information.

Degree	Points	Degree Definition
1	8	Requires relatively little responsibility for keeping and/or handling records and/or reports. The position may require such simple work tasks as tallying or reviewing data for accuracy.
2	30	Requires responsibility for processing routine records and reports such as entering data into computers, recording payments, and/or issuing receipts.
3	52	Requires responsibility for gathering and maintaining operating, personnel, financial, and/or technical records. The position will normally require the gathering and completing of simple statistical or other data for operational, personnel, financial, technical, or related reports.
4	75	Requires responsibility for preparing, checking and reviewing important, detailed and/or complex operational, financial, personnel, medical, technical or related records.

9. PHYSICAL DEMANDS / WORK ENVIRONMENT – (5.5%):

Covers the requirements and physical demands placed on the employee during a work assignment. This includes specific agility and dexterity requirements, and physical exertion involved in the work. Considers the risks or discomforts in the employee’s physical surroundings or the nature of the work assigned and safety regulations required.

Degree	Points	Degree Definition
1	10	Work is sedentary. Some walking, bending, and carrying of light items. No special physical demands are required to perform work. Involves risks or discomforts which require normal safety precautions typical of such places as offices, meeting and training rooms, use of office equipment, and observance of fire regulations and traffic signals, etc.
2	40	Requires physical exertion such as long periods of standing; walking over rough, uneven or rocky surfaces, recurring lifting of moderately heavy items. Can involve risks or discomforts which require special safety precautions frequently in extreme weather conditions; with irritant chemicals, etc. May be required to use protective clothing or gear such as masks, hearing protectors, coats, boots, goggles, gloves, or hard hats.
3	55	Requires considerable and strenuous physical exertion such as frequent climbing of tall ladders, lifting heavy objectives over 50 pounds, crouching or crawling in restricted areas or requires extended physical exertion under highly stressful conditions. Can involve risks with frequent exposure to potentially dangerous chemicals or situations which require a range of other precautions, or significant opportunity for personal injury if an error or mishap occurs or involves imminent danger, and which exposes the incumbent to life threatening situations.