

541

**JOB EVALUATION
FACTOR DEFINITIONS**

Columbia University



Hewitt Associates

An international firm of consultants and actuaries specializing in the design, financing, communication, and administration of employee benefit and compensation programs

Amsterdam • Atlanta • Auckland • Bangkok • Bedford • Boston • Brisbane • Brussels • Buenos Aires • Charlotte • Chicago • Christchurch • Cleveland • Dallas • Dayton • Denver • Detroit • Dublin • Eindhoven • Geneva • Houston • Jakarta • Juarez • Lincolnshire • Los Angeles • Madrid • Melbourne • Mexico City • Milan • Milwaukee • Minneapolis • Neuchâtel • New York • Newport Beach • Paris • Perth • Philadelphia • Phoenix • Pittsburgh • Richmond • Rotterdam • Rowayton • St. Albans • St. Louis • San Francisco • San Juan • Seattle • Singapore • Sydney • Tampa • Tokyo • Toronto • Walnut Creek • Washington, D.C. • Wellington • Wiesbaden • The Woodlands • Zürich

COLUMBIA UNIVERSITY POINT FACTOR PLAN
MARCH 1992

-----FACTOR AND POINT TABLE-----

| | RESP JD | RESP SUPV/PS | RESP I/OE | SKILL SS/K | SKILL CS | EFFORT MENT | EFFORT PHYS | WORK COND |
|------------|------------|-----------------|--------------|---------------|-------------|----------------|----------------|--------------|
| FACTOR: | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| PERCENT: | 26% | 12% | 12% | 15% | 12% | 10% | 8% | 5% |
| # OF LVLS: | 7 | 7 | 7 | 7 | 7 | 5 | 5 | 5 |
| LOWEST: | 37 | 17 | 17 | 21 | 17 | 20 | 16 | 10 |
| HIGHEST: | 260 | 120 | 120 | 150 | 120 | 100 | 80 | 50 |
| FACTOR: | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| DEGREE: | | | | | | | | |
| A | 37 | 17 | 17 | 21 | 17 | 20 | 16 | 10 |
| A+ | 74 | 34 | 34 | 43 | 34 | 40 | 32 | 20 |
| B | 111 | 51 | 51 | 64 | 51 | 60 | 48 | 30 |
| B+ | 149 | 69 | 69 | 86 | 69 | 80 | 64 | 40 |
| C | 186 | 86 | 86 | 107 | 86 | 100 | 80 | 50 |
| C+ | 223 | 103 | 103 | 129 | 103 | | | |
| D | 260 | 120 | 120 | 150 | 120 | | | |

Grade 5 - 0--424
Grade 6 - 425--524
Grade 7 - 525--624
Grade 8 - 625--724
Grade 9 - 725--824
Grade 9a - 825+

FACTOR 1: RESPONSIBILITY

This factor considers the nature of the specific duties performed by the position and how the duties are completed. Three subfactors are included in this factor: (a) Job duties, which describe the complexity of the specific tasks performed by the position, (b) Supervision/Problem Solving, which reflects the degree of independence exercised in the execution of the duties and responsibilities of the position, and (c) Impact of Errors, which describes the probable effect of errors which can be made.

Subfactor: Job Duties

This subfactor considers the primary tasks of the position and the degree to which these tasks are repetitive or diversified in nature. The overall complexity and variety of the tasks are also considered.

Subfactor: Supervision/Problem Solving

This factor measures the degree to which the immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work or handles problems as necessary.

Subfactor: Impact of Errors

This factor measures the responsibility for preventing errors. Consider the probable effect of errors based on the degree to which the work is verified or checked, either in succeeding operations, by the procedures themselves, or by supervision. Consider the probable monetary loss, damage to equipment, labor and material costs for correction, student loss or goodwill, etc.

120/10

FACTOR 1: RESPONSIBILITY

Factor 1: Responsibility

Subfactor : Job Dutes (JD)

Degree

Degree Definition

- A Repetitive or routine duties, involving the use and application of various established procedures. Duties may include:
- answering phones
 - checking inventory
 - data entry
 - delivering heavy or fragile materials / supplies
 - directing visitors
 - distributing mail
 - filing
 - hand delivering mail or messages
 - light typing
 - operating cash register or fax
 - proofreading for typing errors
 - reserving occasional rooms for classes or meetings
 - taking messages
 - using basic copy machines
 - using complex postage machinges
 - working with cash
-
- B Diversified duties requiring selection and application of a wide range of procedures. Duties may include:
- answering phones involving screening or high volume of calls
 - basic bookkeeping
 - billing
 - choosing from among a set of form letters
 - conveying routine information on Columbia policies and procedures
 - data entry in multiple languages
 - driving a van or truck
 - high volume photocopying on complex machines
 - mailing or shipping international parcels
 - making purchases / distributing petty cash (up to \$500)
 - operating audio-visual equipment
 - preparing preformatted reports
 - processing pay and purchasing orders
 - processing payroll
 - proofreading according to set styles
 - recording and/or depositing checks
 - screening visitors
 - statistical or bilingual typing
 - word processing
-
- C Wide variety of duties or intensive concentration in a restricted field of knowledge, involving exercise of judgement in the selection, use, and modification of procedures. Performance of duties requires analysis of facts and circumstances. Duties may include:
- addressing problems for students, faculty, vendors, parents, donors or employees
 - choosing appropriate account / subcode for charges
 - complex word processing
 - composing own correspondence
 - conveying complex information
 - coordinating the work of a few student employees or one other staff
 - formatting reports
 - implementing systems and procedures (e.g. departmental mail room or stockroom operation)
 - installing software on stand-alone PCs
 - instructing computers on stand-alone PCs or word processors

- maintaining making minor repairs and adjusting office machines, computers, or audio-visual equipment
 - making purchases/disbursing cash (over \$500)
 - opening and closing accounts
 - providing logistical support for events and conferences (e.g. arranging set up of room and equipment)
 - reconciling accounts
 - routine testing of computer equipment using diagnostic and application software
 - stenography or Dictaphone
 - typing legal, medical, or technical materials
-

D Complex work or highly technical or specialized projects, presenting new or changing problems. Performance of duties requires independent judgement and problem solving. Duties may include:

- advising and counseling individuals and groups (e.g. on academic or benefit choices)
- campus-wide scheduling of campus-wide space
- computer programming
- coordinating logistical support for events and conferences (e.g. food, hotels, participants' materials, rooms, equipment, registration)
- desktop publishing
- editing material for content
- installing software on network computer or mainframe
- instructing others on use of network computer or mainframe
- making budget proposals
- modifying and implementing systems and procedures (e.g. registration, admissions, financial aid, financial accounting, record keeping, management of network files)
- photography
- preparing spreadsheet reports
- purchasing involving evaluating products and advising (e.g. computers)
- reconciling and analyzing and/or providing information about specialized financial statements and reports
- researching and writing reports on complex correspondence
- researching legal issues and preparing court documents
- soliciting bids
- troubleshooting hardware or software problems
- writing and editing Bulletin copy
- writing summaries or synopses

FACTOR 1: RESPONSIBILITYSubfactor: Job Duties

| Degree | Degree Definition |
|--------|---|
| A | Repetitive or routine duties, involving the use and application of various established procedures. Duties may include: Distributing mail; using basic copy machine; hand delivering mail and messages; delivering supplies; filing; answering phones; taking messages; directing visitors; light typing; data entry; proofreading for typing errors; delivering heavy or fragile materials/supplies; working with cash; operating cash register or FAX; checking inventory; using complex postage machines; and reserving occasional rooms for classes or meetings. |
| + | |
| B | Diversified duties requiring selection and application of a wide range of procedures. Duties may include: Word processing, statistical or bilingual typing; data entry in multiple languages; preparing preformatted reports, choosing from among a set of form letters; recording and/or depositing checks; basic bookkeeping; processing pay and purchase orders; billing; driving a van or truck; mailing or shipping international parcels; high volume photocopying or photocopying on complex machines; answering phones involving screening or high volume of calls; conveying routine information on Columbia policies and procedures; screening visitors; proofreading according to set styles; operating audio-visual equipment; making purchases/disbursing petty cash (up to \$500) making travel arrangements, and processing payroll. |
| + | |
| C | Wide variety of duties or intensive concentration in a restricted field requiring knowledge, involving exercise of judgment in the selection, use, and <u>modification</u> of procedures. Performance of duties requires analysis of facts and circumstances. Duties may include: typing legal, medical, or technical materials; stenography or dictaphone; complex word processing; formatting reports; composing own correspondence; reconciling accounts; opening and closing accounts; choosing appropriate account/subcode for charges; conveying complex information; addressing problems for students, faculty, vendors, parents, donors or employees; implementing systems and procedures (e.g., departmental mail room or stockroom operation); providing logistical support for events and conferences (e.g., arranging for set up of room and equipment); maintaining, making minor repairs and adjusting office machines, computers, or audio-visual equipment; installing software on stand-alone PC; instructing computer users on stand-alone PCs or word processors; routine testing of computer equipment using diagnostic and application software; coordinating the work of a few student employees or one other staff; and making purchases/disbursing cash (over \$500). |
| + | |

DIRECTOR

FACTOR 1: RESPONSIBILITYSubfactor: Job Duties (Cont.)

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|--|
| D | <p>Complex work on highly technical or specialized projects, presenting new or changing problems. Performance of duties requires independent judgment and problem solving. Duties may include: Photography; writing summaries or synopses; writing and editing Bulletin copy; researching and writing reports or complex correspondence; editing material for content; making budget proposals; coordinating logistical support for events and conferences (e.g., food, hotels, participants' materials, rooms, equipment, registration); campus-wide scheduling of campus-wide space; purchasing involving evaluating products and advising (e.g., computers); soliciting bids; researching legal issues and preparing court documents; preparing spreadsheet reports; desktop publishing; reconciling and analyzing and/or providing information about specialized financial statements and reports; coordinating work of student employees or two or more staff; modifying and implementing systems and procedures (e.g., registration, admissions, financial aid, financial accounting, recordkeeping, management of network files); troubleshooting hardware or software problems; installing software on network computer or mainframe; instructing others on use of network computer or mainframe; computer programming; advising and counseling individuals and groups (e.g., on academic or benefit choices).</p> |

FACTOR 1: RESPONSIBILITY

Subfactor: Supervision/Problem Solving

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|---|
| A | Under immediate supervision, with assignments of work at frequent intervals and a regular check of performance. |
| + | |
| B | Under general supervision, where standard practice enables the employee to proceed alone and resolve problems referring questionable cases to supervisor. |
| + | |
| C | Under direction where a definite objective is set up requiring the use of a wide range of procedures. The employee plans and arranges his/her own work, referring only unusual cases to supervisor. |
| + | |
| D | Under general direction, working from policies and general objectives. Rarely refers specific cases to supervisor unless clarification or interpretation of university policies is involved. |

FACTOR 1: RESPONSIBILITY

Subfactor: Impact of Errors

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|---|
| A | Errors can be easily and quickly detected usually by incumbent and would result only in minor confusion or clerical expense for correction. |
| + | |
| B | Errors usually detected in succeeding operations and generally confined to a single department or phase of university activities. Most of work verified or checked. Correction involves some trouble in back checking by others or inconvenience to others. |
| + | |
| C | Errors may be serious involving losses such as improper costs, failure to take discounts, overpayments, loss of tuition collection or revenue, waste of material or damage to equipment or serious inconvenience to students, alumni, faculty or staff. |
| + | |
| D | Errors may result in seriously disrupted relations with students, faculty, staff, or alumni. May have adverse effect on outside relationships. May result in loss of grants, donations, and/or significant cost or damage to the University or individual. |

FACTOR 2: SKILL/KNOWLEDGE

FACTOR 2: SKILL/KNOWLEDGE

This factor measures the skill and knowledge required to competently perform the assigned work. The variety, complexity, and depth of skill and knowledge required by the position should be considered regardless of whether the skill/knowledge was obtained through education, training, previous experience, or on the job itself. Care should be exercised to measure the skill and knowledge required to fully perform all duties and responsibilities required by the position rather than the skill and knowledge of a particular incumbent. This factor has two subfactors: Specialized Skill/Knowledge and Communications Skills.

Subfactor: Specialized Skill/Knowledge

This subfactor measures the specific types and levels of skills/knowledge required by the position. The following broad skill and knowledge categories should be considered:

- Administrative/secretarial/clerical skills;
- Specialized skills (e.g., computer skills, foreign language, bookkeeping);
- Specialized knowledge (e.g., complex policies and procedures, and knowledge of external bodies impacting the University arena including institutions, resources, laws, regulations); and
- Specialized skills related to equipment or machinery (e.g., driving, drafting, photography, audio visual equipment).

Consideration should be given to the amount and level of skill/training/experience/education required to perform the position.

Subfactor: Communication Skills

This subfactor measures the range of verbal and written communications skills regularly required by the position. It appraises the extent to which the job requires communicating with others by phone, correspondence, or personal contact; the nature, complexity, and the discretion and impact of the communications; and the particular skills involved. At the lower levels, communications generally involve routine exchange of business information. At the higher levels, communications require the ability to provide advice and counsel and the interpersonal skills necessary to respond to individuals in diverse situations/circumstances.

FACTOR 2: SKILL/KNOWLEDGESubfactor: Specialized Skills/Knowledge

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|---|
| A | Understanding specific job functions (usually obtained through on-the-job training or limited prior experience). Requires knowledge of detailed procedures in the completion of limited duties (i.e., only takes the work to a certain point). |
| + | |
| B | Working knowledge of skill areas or job functions (requiring some prior experience/training, applied to a variety of duties). |
| + | |
| C | Requires in-depth knowledge of a specialized/technical skill area, administrative function, or complex policies and procedures. (Position may require some formal education/training beyond high school or equivalent experience). |
| + | |
| D | Broad knowledge of the principles and methods of specialized area(s) required to perform a wide range of assignments. Requires knowledge of complex policies and procedures covering several areas. (Position may require formal education/training beyond high school or equivalent experience). |

FACTOR 2: SKILL/KNOWLEDGE

Subfactor: Communication Skills

| Degree | Degree Definition |
|--------|---|
| A | Basic verbal and/or limited written communication skills required to obtain routine information and/or to respond to basic questions. |
| + | |
| B | Verbal and/or written communication skills required to exchange routine and nonroutine information related to the work area. |
| + | |
| C | Verbal and/or written communication skills required to provide information or respond to detailed inquiries where others may not be knowledgeable about the situation or subject matter. Must convey nonroutine, complicated information clearly so that others become aware of the implications of the alternatives presented. May require resolution of difficult interpersonal situations. |
| + | |
| D | Verbal and/or written communication skills required to advise and counsel others on complex matters. Requires strong interpersonal relation skills and discretion. |

FACTOR 3: EFFORT

FACTOR 3: EFFORT

This factor measures the degree and duration of physical and mental effort required by the job. It consists of two subfactors: Mental Effort and Physical Effort.

Subfactor: Mental Effort

This subfactor considers the mental effort required by the job. It measures the degree that job activities require: attention to detail and focused concentration, balancing multiple and conflicting demands, work interruptions, completion of multiple tasks at the same time. This subfactor should not be used to measure the requirements of the job for problem solving.

Subfactor: Physical Effort

This subfactor assesses the physical effort required to perform the job. Consideration should be given to: constant visual attention, constant repetitive motion, moving and lifting heavy objects, restriction of physical movement, prolonged periods of walking or standing.

FACTOR 3: EFFORT

Subfactor: Mental Effort

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|--|
| A | Requires moderate attention and concentration. <u>Or</u> moderate amount of mental effort is required to manage conflicting demands, tight or changing deadlines, job interruptions, or occasionally working on multiple tasks at the same time. |
| + | |
| B | Requires regular periods of concentration and mental effort on job tasks. <u>Or</u> is regularly required to manage conflicting demands, tight or changing deadlines, job interruptions, or very often working to complete several tasks at the same time. |
| + | |
| C | Requires prolonged periods of concentration on specific or single tasks. Work requires a high degree of attention to detail. <u>Or</u> is constantly required to manage conflicting demands, tight or changing deadlines, job interruptions, or continuously completing multiple tasks at the same time. |

FACTOR 3: EFFORT

Subfactor: Physical Effort

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|---|
| A | Normal physical effort, with occasional instances of moderate or considerable physical effort. |
| + | |
| B | Moderate loading and unloading of equipment or material; prolonged bending, walking, or standing; restricted physical movement. |
| + | |
| C | Substantial loading and unloading of equipment and material; constant visual attention and repetitive motion. |

FACTOR 4: WORKING CONDITIONS

FACTOR 4: WORKING CONDITIONS

This factor measures the conditions of the work environment. It appraises the degree to which work is performed under unpleasant and undesirable conditions. It includes an assessment of both the frequency and degree of exposure to various elements including: noise, extreme temperatures, toxic substances, outdoor conditions, restricted work space, and exposure to heavy traffic.

FACTOR 4: WORKING CONDITIONS

| <u>Degree</u> | <u>Degree Definition</u> |
|---------------|---|
| A | Conditions are usually neutral. Seldom exposed to unpleasant or undesirable working conditions. |
| B | Regular exposure to at least one unpleasant or undesirable element in the work environment. |
| C | Regular exposure to several unpleasant or undesirable elements in the work environment. |