



**CITY OF DUBLIN
ADMINISTRATIVE ORDERS
OF THE CITY MANAGER**

ADMINISTRATIVE ORDER 2.64
TO: Directors/Managers/Supervisors
FROM: Marsha I. Grigsby, City Manager
SUBJECT: Job Evaluation System/Job Reclassification Process
DATE: December 20, 2011
Supersedes and Replaces Administrative Order 2.64 dated 12/18/07 Regarding Same Subject.

I. PURPOSE

The purpose of this Administrative Order is to establish a policy governing the administration of the "Organization Matrix" job evaluation system and the reclassification/re-slotting of positions under this system. This Administrative Order shall be applicable to all Full-Time non-union job classifications within the City. Questions regarding this Administrative Order should be directed to Human Resources.

II. DEFINITIONS

Allocation – the assignment of an individual position to an appropriate classification based upon the impact of its role and level of contribution within the organization.

Career Bands – Broad levels of contribution representing the nature and impact that a role/job has on the organization's success.

Classification – one or more positions sufficiently alike in duties and responsibilities to justify having the same job title, qualifications and pay range. Each classification is assigned a title that is descriptive of the classification's primary role or function.

Compensation Plan – An ordinance authorizing all pay grades and pay ranges, other forms of monetary compensation, and benefits associated with the employment of non-union employees.

Core Processes – Principal City functions or service areas (Public Safety, Public Services, Community Services, City Development, and City Administration).

Director – One who is accountable for the successful operation of Core Processes (principal City functions or service areas) or a critical service or support function (e.g. Engineering, Building Standards, Parks, Streets & Utilities, Human Resources,

Information Technology, Accounting, Planning, Community Relations, etc.) of the organization and provides strategic and tactical leadership and direction to these functions. These positions are found in the Leadership Career Band or Levels 3.1 and 3.2 of the Operations Career Band on the Organizational Matrix.

Job Evaluation – The method by which jobs/roles within an organization are analyzed, compared, and ranked for the purpose of determining the relative impact and level of contribution each job/role has on the success of the organization. This is usually accomplished by comparing jobs/roles by applying certain factors common (to varying degrees) to all jobs within the organization. The outcome of this process is used to determine the pay grade to which each job is assigned.

Level – A numerical designation (3.1, 3.2, 3.3, etc.) within the Career Band ranking structure on the Organization Matrix, which represents (in terms of degree) the relative scope and complexity of a given role within the organization and the impact and contribution that role makes on and provides to the success of the organization.

Manager – One who is accountable for the successful operation of a defined segment or defined program area, or the performance of defined managerial responsibilities, (e.g. Design Engineering, Development Engineering, Transportation Engineering, Facilities, Risk Management, etc.) of a critical service or support function of the organization and provides leadership, direction, guidance, support, and feedback to employees in the performance of their work within this particular segment, program area, or managerial focus. These positions are found in Level 3.3 in the Operations Career Band and Level 4.1 of the Implementation Career Band on the Organization Matrix.

Pay Grade – A range of compensation assigned to a job classification.

Position/Role – A group of duties and responsibilities assigned to one individual employee.

Reclassification – The reallocation of an existing position from one job classification to another, which involves a change in job classification title.

Re-slotting – The re-positioning of an existing job classification to a different Career Band and Level or a different Level within the same Career Band, which does not involve a change in job classification title.

Supervisor – One who is accountable for the successful implementation of defined strategies, tactics, and programs through the work of the employees under his/her direct supervision and provides leadership, direction, guidance, and feedback to his/her employees in the performance of their work.

III. THE "ORGANIZATION MATRIX" JOB EVALUATION SYSTEM

To fulfill the obligation of determining an appropriate pay range for each job classification within the City's wage/salary structure, the "Organization Matrix" job evaluation system has been installed as the City's chosen method for evaluation of all Full-Time non-union job classifications. (The rates of pay for union jobs are determined by the Collective Bargaining process.)

The Organization Matrix system is designed to create a logical framework for comparing the internal and external value of jobs based on criteria linked to the City's business strategy and objectives. The "Matrix" describes the City organization through career bands and core processes.

Career bands provide a consistent methodology for a team of City leaders to place positions in the salary structure based on their impact and contribution to City operations. Positions are assigned to the structure based on the scope, complexity, and impact of their roles using general band descriptions and by comparisons with other City jobs.

Six Career Bands have been defined for the City. Each of these bands represents several potential job levels similar to a typical job family (i.e. learner, doer, expert). These levels are tied to the salary structure through a salary range.

- The "Guidance" and "Leadership" bands have only one level, or pay range, since senior leadership positions are expected to perform a wide range of leadership functions without requiring a change in the pay range.
- The remaining bands have three potential "levels" of pay ranges. Positions are assigned to an appropriate level in their Band by comparing the position's responsibilities with the Band descriptions.
 - Positions that fully meet all criteria are assigned to the middle level in the Band.
 - Where roles and responsibilities are noticeably larger or smaller than the core description, the position will be assigned to the highest or lowest level in the band, respectively.
 - Level placement is validated by internal comparisons with other jobs in the band and level.

Career Bands

- **Level 1 - Guidance:** The top position in the City responsible for the long-term guidance, direction, and success of City operations and services. The incumbent is responsible for defining the mission, vision, values, and priorities for the City consistent with the needs and goals of various constituencies, officials, and citizens in the development of a strategic plan for the City and is accountable for achieving the established goals within the financial resources available. The focus of this position is on the long term viability and success of city operations and services.
- **Level 2 - Leadership:** Heads of major City service areas (e.g. Public Safety, Public Services, Community Services, City Development, Administration) which have a substantial impact on the total City operations. Incumbents may have line responsibilities for an area offering complex services with direct and primary responsibility for substantial financial resources; or they may be responsible for an area that has significant and strategic impact on the entire City's current and future success. Reporting directly to the City Manager, individuals at this level are members of his/her executive management team and collaborate on developing tactics for implementing the city's strategic plan within their service area. In that capacity, they must maintain an appropriate balance between vision for the future of the City and the successful implementation of strategic and tactical plans within their assigned function or discipline.
- **Level 3 - Operations:** Heads of important City functions that focus on translating the strategic and tactical plans for the City to operational plans for their specific function. Incumbents may report either to the City Manager or to another member of the executive team. In their leadership role, they may be responsible for a function that provides important City services (e.g. Engineering, Parks, Recreation, and the like) including the direct management of human and capital resources; or they may lead critical support functions (e.g. Human Resources, Information Technology, Planning, and the like) that impact the entire City. They maintain an appropriate balance between vision for the future of their function and the successful implementation of strategic and tactical plans for their assigned function or discipline.
- **Level 4 - Implementation:** Core professional, technical, or service roles that provide ongoing services and support for other City functions, residents, and/or other constituents with a focus on the implementation

of specific plans, programs, and objectives. Incumbents may be individual contributors with a solid foundation in a specific function or discipline; or supervisors of staff in support or service functions. They apply their understanding of policies, theories, and complex procedures to make judgments regarding the most appropriate method or process to use in a variety of situations and work with a high degree of independence in accomplishing their assignments. Their focus is on the successful implementation of defined strategies, tactics, and programs consistent with City standards of performance, quality, and service.

- **Level 5 - Implementation Services:** Critical roles in office, clerical, technical, skilled craft, or administrative functions that enable others in the organization to focus on their specific goals and objectives. Incumbents may be individual contributors or team members with in-depth and highly specialized knowledge of the practices and procedures in their area or craft; or supervisors/work leaders with responsibility for providing work direction to others in support or service roles. Their focus is on the completion of multiple assigned activities, balancing time and priorities appropriately and maintaining consistency with their work group's or team's objectives.
- **Level 6 - Specialized Services:** Important support roles in clerical, technical or service functions that provide routine and standardized services in their assigned work group or service area. Incumbents are typically members of a work group or team with responsibilities for performing well-defined and specific work assignments. Alternatively, incumbents at this level may be involved in a formal apprenticeship or training program in a skilled craft or technical job family. Their focus is on the immediate achievement of defined activities consistent with City standards and procedures.

IV. ADMINISTRATION OF THE "ORGANIZATION MATRIX" JOB EVALUATION SYSTEM

Administration of the "Organization Matrix" job evaluation system is the responsibility of Human Resources.

The "Organization Matrix" job evaluation system shall be used to address the following circumstances:

- When new jobs are proposed for creation, for which no job classification titles or pay grades have been adopted within the City's Compensation Plan.

- When Directors, Managers, or Supervisors wish to recommend that existing positions be re-slotted or reclassified on the organization matrix because changes have occurred in duties and responsibilities and these changes are considered to be long standing in nature.

The following procedure shall be applicable to all requests for new job classifications and for the reclassification or re-slotting of existing positions:

- A. The "Position Description Questionnaire" (attached) shall be completed and forwarded to the appropriate Director for review and consideration. This questionnaire has been carefully designed to elicit the necessary information on a position's duties and responsibilities. This questionnaire must be fully completed in considerable detail in order to properly evaluate the position.
 - In the case of the re-slotting or reclassification of an exiting position, the incumbent of the position should complete the questionnaire and forward it to his/her immediate supervisor for review.
 - In the case of a proposed new job classification, the questionnaire should be completed by the individual who would be the immediate supervisor over the proposed new job.
- B. Upon receipt of the questionnaire, the Director shall first review it for accuracy and completeness, then forward the questionnaire to Human Resources for further action.
- C. Upon receipt of the questionnaire, Human Resources will review the questionnaire thoroughly to determine the appropriate action. All proposed new jobs must be submitted to Human Resources in order to determine the proper placement of the position on the "Matrix". (Establishing a new job classification is usually associated with a request for a new position authorization via the annual operating budget process – in such a case, the staff budget review committee will first determine whether funding is available for the proposed new position and, if so, will request Human Resources to determine the appropriate classification title and slotting on the Organization Matrix.) In the case of a request for job reclassification or re-slotting, Human Resources will evaluate the merits of the request, based on the job content information provided in the position description questionnaire. (Human Resources may also conduct an onsite audit of the position's duties/responsibilities to gain additional required information.) Should

Human Resources determine that the request for reclassification or re-slotting is without merit or does not contain appropriate justification, Human Resources will return the questionnaire to the Director from which the request was initiated with a proper explanation as to why the request will not be pursued at that time. The supervisor or Director may resubmit the request again with additional information justifying the request for further consideration.

- D. Upon receipt of a questionnaire for a proposed new job classification, or in the case where a request for reclassification or re-slotting has merit, Human Resources will take the following action. In the case of a proposed new job, Human Resources will assign an appropriate classification title and place the job classification on the organization matrix. In the case of re-slotting or re-classifying an existing position, Human Resources will determine if the position is appropriately classified or should be assigned to another band and/or level on the organization matrix.
- E. Should Human Resources determine that new job classifications should be created or that existing positions be reclassified or re-slotted and assigned a classification title that does not exist within the City Compensation Plan, an amendment shall be prepared for the appropriate section of the Compensation Plan Ordinance. The amending Ordinance shall be forwarded to Council for approval. Should Human Resources determine that a position would be more appropriately allocated to a different classification and such classification exists within the established Compensation Plan, the reclassification would be effective upon approval of the City Manager.

Attachments

Position Description Questionnaire

Title: _____	Division/ Work Unit: _____
Date: _____	Re-slotting/ Reclassification <input type="checkbox"/> New Job <input type="checkbox"/>
Incumbent: _____	Reports to: _____
Supervisor: _____	Approvals: Director: _____

Please complete this questionnaire by typing or writing legibly in black ink.

Position Purpose:

Describe in one to two sentences the primary purpose of the position or why the position exists (or should exist) in the organization.

Supervision Responsibilities:

Is this position responsible for full supervision (hiring recommendations, disciplinary actions, scheduling and reviewing work, completing performance appraisals, making recommendations on salary adjustments, and the like) of other employees? _____

If yes, please list the positions supervised, the number of incumbents in each position, and the general purpose of their jobs.

Position Supervised	# Incumbents	Purpose

Key Responsibilities:

In order of their importance, describe up to eight key functions or responsibilities that must be performed as part of this position. If this is an existing position, indicate an approximate percent of time over the course of a year that was spent on each. In general, if less than 5% of time is spent, the activity is not a key responsibility for the position.

These responsibilities may be described in one sentence including what is done, how it's done, and expected results from the accountability. For example: Provide support by completing administrative and clerical tasks to support the efficient operation of the department.

#	Description	% Time
1		
2		
3		
4		
5		
6		
7		
8		

Key Contacts:

Describe up to five of the most important contacts this position has or will have with individuals outside of the immediate work unit or department. Include the position, nature of the contact, and an approximate frequency of contact with that individual.

Position	Nature of Contact	Frequency

Equipment or Software Application:

Does this position require the use specialized equipment or software? _____

If yes, describe the equipment or software and how it is used in the course of work. For example: Spreadsheet software used to update and report on status of capital equipment.

Equipment/Software	Application

Capabilities:

Describe the key knowledge, skills, and abilities that are required to perform this job proficiently. Consider these capabilities in terms of what the JOB requires – not a current incumbent's own personal qualifications. For example: Knowledge of accounting principles. Familiarity with department policies. Ability to prioritize several work assignments.

Special Projects (re-slotting or reclassification of an existing position):

A key function of some jobs is to complete special projects, as assigned. If applicable, describe one or two special projects that have been assigned over the past year. Describe the nature of the project and your role in its completion.

Additional Information:

Provide any additional information that you believe describes the scope and complexity of this position and its impact on the Company or the Division or work unit.