JOB EVALUATION

GUIDE CHART

EXPERIENCE - The amount of experience required to enable an employee (with the necessary education) to attain acceptable proficiency and skill in the job. Include in the total, the time spent in preparatory positions and on the specified position being evaluated. If you were to hire for this position this would be the required years of service.

01 The job can be learned in hours or days or weeks.
02 Six months of similar or related experience.
03 Up to two years of similar or related experience.
04 Up to five years of similar or related experience.
05 Up to ten years of similar or related experience.
06 Ten plus years similar or related experience.
07 Up to fifteen years of similar or related experience.
08 Fifteen plus years of similar or related experience.

EDUCATION - The formal education needed to perform the duties and fulfill the responsibilities of the job. If you were to hire someone for this position, this is the level of education you would list as being required (not just preferred).

01 No high school degree required.
02 A high school education or GED.
03 A two-year college degree or completion of a specialized course of study or certifications from a business or trade school.
04 A college degree.
05 A college degree and a professional certificate or a graduate degree (Masters).
06 A Doctorate degree.
MANAGERIAL RESPONSIBILITY - The degree to which the elements of supervision and management must be carried out.

01 Is not responsible for supervisory/managerial responsibilities.

02 Has a supervisory/managerial responsibility of a small group of employees (typically up to 3). Recommends candidates for employment, conduct performance evaluations and salary reviews for assigned staff, and applies institution policy OR the appointed person in the department supervising (not just giving work direction) to several student workers.

03 Has a supervisory/managerial responsibility for a group of 3 to 15 employees. Recommends candidates for employment, conducts performance evaluations and salary reviews for assigned staff, and applies institution policy. Also would include senior department heads with no staff.

04 Has managerial responsibility for a large group of employees (generally more than 15) or more than one department with diversified functions. Policies and practices may be implemented through subordinate supervisors if more than one department is managed.

05 Has managerial responsibility for one or more major division of the institution, with responsibility for working closely with top management to establish broad plans that contribute to development and implementation of policies that affect several functional areas.

06 Has managerial responsibility for the majority of the institution.

07 Has managerial responsibility for the entire institution. This would usually be limited to the President.

Typical positions assigned:
01 Support staff and non-supervisory staff
02 Office representative appointed as student supervisor, Coordinators, supervisors Accountant II, Bldg Facilities Supervisor, Director of Security, Financial Aid Representative
03 Manager of 3-15 staff
04 Manager of more than 15 staff
05 Division Heads
06
07 President
INTERPERSONAL SKILLS - The level of direct contact skills needed to work effectively with people inside and outside the institution. The Degree of EQ (Emotional Intelligence) needed to perform the job. The ability, capacity and skill to identify, understand, assess, and manage the emotions, intentions, motivations and desires of others or groups.

01 Normal courtesy in dealing with others is required. Work involves minimal contact, usually within the campus. Contact usually involving routine, non-sensitive issues. External contacts are limited to contacts with visitors.

02 Good interpersonal and communication skills as work normally involves contacts with persons beyond immediate associates generally regarding routine matters for purposes of giving or obtaining information which may require some discussion. Outside contacts take the form of service to the public (visitors or vendors) requiring ordinary courtesy in providing assistance and information.

03 Courtesy, tact, and diplomacy are essential elements of the job. Work involves much personal contact with others inside and/or outside the institution for purposes of giving or obtaining information, building relationships within their team and potential customers, or soliciting cooperation from customers to reach the department goals.

04 A significant level of trust and diplomacy is required due to the sensitivity in the job, in addition to normal courtesy and tact. Work involves extensive personal contact with others and/or can be of a personal or sensitive nature. Work may involve motivating or influencing, gaining cooperation others inside and outside of the department. Outside contacts become important and fostering sound relationships with other entities (companies and/or individuals) becomes necessary and often requires the ability to influence and/or sell ideas or services to others.

05 The ability to motivate or influence others inside or outside of the division is primary focus of the job, requiring a significant level of diplomacy and trust and high level of EQ. Obtaining cooperation (internally and/or externally) is an important part of the job and a high level of interpersonal skills is critical to the success of this position. Work frequently involves contacts requiring considerable discussion of divisional problems; involve material presentations to the Board of Trustees, and resolving issues impacting departments or divisions.

06 Work involves extensive personal contact with members of the Board of Trustees, community leaders, business leaders, and internal managers. Motivating others or getting them to do things that they might not do otherwise is a key to success for incumbents in this position. External contacts are vital, not only for the success of the position, but the success of the goals of the Institution overall.

Typical positions assigned:
01 no current positions at Carleton
02 Clerical/Admin Assistant, department assistants
03 Coordinators, Assistants, support staff, most positions on campus with high level of contact
04 Managers, Counselors/Nurses, Assoc Directors, Directors
05 Development Officers & Directors, Assoc Deans & Deans,
06 Division Heads & President
INDEPENDENT JUDGEMENT - The latitude permitted for independent judgment in solving problems. What is measured here is the opportunity for thinking permitted by the characteristics of the job (policy and procedures controlling actions.)

01 Specific job operating procedures limit the latitude for independent judgment. There is little latitude for discretion without consulting others in the department. Decision-making is highly restrictive.

02 Specific standards and operating procedures provide some options and latitude for independent decision and action. Decisions are usually limited to choosing between two or three known options. There is minimal room for discretion. Decisions normally take the form of recommendations (limited decision-making authority).

03 Diversified procedures, specialized job standards, and specific policies are created and used in decisions for problem solving. Work requires analytical ability, judgment, and ingenuity. There is a moderate amount of discretion in the job. Duties include policy and goal development. Decision-making occurs and is normally reviewed by Director/VP after it is enacted.

04 The job is doing its thinking within creating the policies, criteria and goals for a specific department or operating entity. There is significant discretion available in the job requiring interpretation of specific policies, laws, and theories. Makes most operational decisions for the department.

05 The job requires interpretation of specific policies, laws, and theories. Decisions often require the construction of new decision-making frameworks and/or innovative application of general policies or principles. This is the highest level of decision-making within the discipline or function.

06 Institution policies and mission guide independent judgment. Decisions usually require the construction of new decision making frameworks and/or innovative application of general policies or principles.

Typical positions assigned:
01 Receptionist, Ed Associates
02 Clerical/Admin Assistant, department assistants, Coordinators
03 Managers, Coordinators, Specialists, Assoc Directors & Directors
04 Nurses/Counselors, Directors
05 Directors of multiple depts, VP’s
06 Division Heads & President
MENTAL PROCESS/PROBLEM SOLVING - The extent and nature of the problems to be solved. This dimension measures the nature and complexity of the problems the job incumbent encounters and must solve.

01 Problems encountered require a choice from a limited number of prescribed options. The job makes few, if any, interpersonal, analytical or organizational demands which the general population would be able to perform.

02 Problems encountered require some analysis or research to determine the best solution from a limited number of prescribed options. The job performs interpersonal, analytical or organizational demands which the general population would be able to perform with adequate internal training.

03 Problems encountered are somewhat complex, requiring analysis of data; weighing the outcomes of a decision. Problems are generally similar in nature, with previous precedent to draw upon. The job performs interpersonal, analytical or organizational demands which the general population would be able to perform with advanced or specialty training/education.

04 Problems encountered sufficiency in a technique formed by many years of experience and education. A grasp either of involved practices and precedents, or of theory and principles, or both are required. Problems require analysis of a wide variety of data; weighing the desirability and/or probability of possible outcomes in relationship to each other. Very technical/analytical jobs.

05 Responsible for resolving typically divisional issues, requiring a determined mastery of techniques, practices, and theories gained through wide seasoning and/or specialized study and development. Problems may deal with a variety of issues overlapping functional or organizational boundaries, requiring in depth analytical interpretation. Problems involve thinking out several steps into the future, evaluation and/or constructive thinking. Decisions are frequently made without previous precedent to draw upon.

06 Institutional problems encountered involve in depth analysis and evaluation where significant innovative thinking or creativity is required. The demands of the job are among the most complex found within the institution.

Typical positions assigned:
01 no current positions at Carleton
02 Clerical/Admin Assistant, department assistants
03 Coordinators, Assistants, support staff, Assoc Directors
04 Managers, Directors, highly technical/analytical positions
05 VP’s, Directors of highly technical/analytical positions
06 Division Heads & President
ORGANIZATIONAL IMPACT - The authority to make decisions that impact achievement of key organizational objectives, financial results and/or overall mission. In general, this defines the effect of decision making authority and/or the budget responsibility associated with the job. THIS IS NOT A MEASURE OF THE CONSEQUENCE OF ERRORS.

01 Would **not** have the department's budgetary accountability but may assist in monitoring or developing the budget needs. Would have little authority to make decisions that would impact the overall goals and objectives of the Institution. The impact of the job would generally affect the services of the College or product which an individual student would receive.

02 Would generally have the budgetary accountability for a single smaller size department or function. Responsibilities would only have impact on current organizational results.

03 Would generally have the budgetary responsibility for a medium size department. Decisions would have impact on current Institution goals and objectives and outside customers.

04 Would generally have the budgetary responsibility for a larger size department or multiple smaller size departments. The effect of decisions would generally impact a segment of students and employees across several functional areas and would have a noticeable impact on current Institution goals and objectives.

05 Would generally have the budgetary responsibility for multiple medium to large size departments. The effect of decisions would be organization wide and would generally impact all segments of students and employees. These broad based decisions could have a noticeable impact on current results and organizational goals and objectives and/or a impact on the long-term goals and objectives of the Institution.

06 Would generally have the budgetary responsibility for multiple larger size departments. The effect of decisions would be organization wide and would generally impact all segments of students and employees. These broad based decisions could have a significant impact on both current and long-term Institution goals and objectives.

07 Major Impact: Would have operational budgetary responsibility for the entire Institution and the effect of decisions would be organization wide and could impact all segments of students and employees. These broad based decisions would have a major impact on both current and long-term organizational goals and objectives.

08 Extreme Impact: Would have total budgetary responsibility for the entire Institution, and the effect of decisions would be organization wide and would impact all segments of students, employees and the community. These broad based decisions would have an extreme impact on both current and long-term organizational goals and objectives and a far-reaching impact on the long-term mission of the organization, including risks that could jeopardize the Institution's very existence.

01 Most positions at Carleton
02 Directors of a small department or budget
03 Directors of a medium department or budget
04 Directors of a large department or budget
05 Directors of multiple medium-large departments or budgets
06 VP's
07
08 President
ORGANIZATIONAL RESTRAINT - The extent or restraint under which the job must operate. Consider the supervision received and/or given and the potential for errors.

01 Close supervision and regular inspection of work. Errors are generally easily detected and resolved. Checks and balances exist to reduce the risk of consequential errors.

02 Moderate supervision and inspection of work. Errors can be difficult to detect but are generally easy to resolve and/or the consequences of potential errors is significant to a team within a department.

03 Limited supervision and inspection of work. Errors can be difficult to detect and resolve and/or the consequences of potential errors can be of significance to the department/division.

04 Errors can be extremely difficult to resolve and/or consequences of potential errors can be of great significance. Under general management, directs the activities of a small functional unit within a larger department/division. Usually involved in identification and resolution of problems and errors of others, with input from upper level director.

05 Under general management, directs the activities of a large department. Usually involved in identification and resolution of problems and errors of others.

06 Under general management, directs the activities of multiple departments/division (equivalent to two or more major departments). Usually involved in identification and resolution of significant problems of others.

07 Under direct guidance from the President, directs the day to day operational activities of the Institution. Usually involved in identification and resolution of significant problems of others. Usually designated as second-in-charge.

08 Under direct guidance from the Board of Trustees, directs the activities of the institution.

Typical positions assigned:
01 no current positions at Carleton
02 Clerical/Admin Assistant, department assistants
03 Coordinators, Assistant Directors
04 Assoc Directors, Managers & Directors of small-medium depts
05 Directors of larger-multiple depts,
06 Division Heads & President
**PHYSICAL SAFETY** - The physical working conditions under which the job must operate. Consider the level of physical activity of the job.

01 Job may require some lifting light weight objects (1 to 10 pounds) with no repetitive bending or stooping. Occasionally lift average weight objects (10-15 pounds).

02 Job requires repetitively lifting light weight objects (10-15 pounds) where frequent bending or stooping alternates with lighter activities.

03 Job requires repetitive lifting of average weight objects with frequent bending and stooping. Occasionally lifts heavy objects (over 50 pounds).

04 Job requires repetitively lifting average weight objects with repetitive bending and stooping. Frequently lifts heavy objects (over 50 pounds) but alternating with lighter activities. Job may require physical exertion such as long periods of standing. Job may require above-average agility and dexterity.

05 Major portion of job activity requires heavy lifting or considerable and strenuous physical exertion such as frequent climbing of tall ladders, or crouching or crawling in restricted areas.

**Typical positions assigned:**

01 Most office and non-material handling positions
02 Lighter material handling positions
03 Lab workers, heavy box/package handlers, inventory personnel, material handling positions
04 Material handling positions with constant heavy lifting and transporting of heavy items
05 Typically don’t have these positions at Carleton
WORKING ENVIRONMENT - Considers the risks and discomfort in the employee’s physical surroundings, or the nature of the work assigned and OSHA related safety regulations required.

01 Regular exposure to favorable conditions such as those found in a normal office.

02 Occasional exposure to objectionable conditions or variations such as those found in having to work in variable weather conditions or light industrial settings such as noise or dangerous situations.

03 Regular exposure to unfavorable conditions such as weather conditions, confined spaces, noisy work environment requiring earplugs, dangerous situations, dirty locations or occasional exposure to chemicals. Usually daily exposure.

04 Majority of work environment involves high risks with exposure to potentially dangerous situations unusual environmental issues that require a range of safety and other precautions, (working at great heights, under extreme outdoor weather conditions, subject to physical attack or bodily fluids, caustic laboratory chemicals, or similar situations where conditions cannot be controlled).

Typical positions assigned:
01 Most office positions
02 Facilities, sports/events, res life
03 Mail services, security officer, Arb, labs
04 Nurses, Hazard Waste disposers,