

QUESTIONS FOR ANALYZING THE COMPLEXITY AND RESPONSIBILITY OF A POSITION

DIFFICULTY AND COMPLEXITY OF DUTIES

A. Status of work or stage of development of problem when first presented to the employee

- 1) What place does the employee's position occupy in the flow of work? What preparatory or previous steps have been taken which increase or lessen the complexity or difficulty of the tasks? Which, if any, of the operations necessary to dispose of the matter or problem have already been performed? Which of the necessary decisions have already been made?

B. Segregation or selection of assignments for the employee

- 1) Does the employee's work cover the gamut of questions, cases, or tasks, or are they segregated according to their difficulty, and assignments are made to different employees on that basis? If segregation is made, to what employees are the more difficult (or less difficult) tasks customarily assigned?
- 2) Is there a segregation of cases on some basis other than difficulty, for example, source or origin, amount of money involved, and the like? If so, what is the general average difficulty of the cases in one group as compared with those in another? What would be a sound standard of comparison to employ in determining the relative average difficulty among the several groups?
- 3) Especially in research related positions, what is the incumbent's present state of knowledge on the particular subject? Has the particular field of data been previously organized and classified?

C. Procedure followed, processes performed, plans of action initiated or developed, or decisions made by the employee

- 1) Exactly what methods, processes, and/or procedures are used to get the work done? What special skills or techniques are employed in the performance of it? What sequence of steps is involved? What does the employee do at each step of the sequence and how is it done? Is the procedure repetitive or varied? Is the procedure reducible to a mechanical routine or does it involve complexities requiring individual judgment?
- 2) Is the action to be taken obvious? Is it defined by regulations, well-established office policies or guidelines, or standard techniques of the occupation? Are guidelines and sources of information readily available and easy to use? Do ways and means have to be developed regularly by the employee? If the work required deliberation and study, what steps and mental processes are involved? To what extent and along what lines is the employee required to exercise original judgment, discrimination, and independent thoughts?
- 3) What are the problems inherent in or peculiar to the type of work performed which must be solved by the employee? Are the problems easy to comprehend and resolve? What particular types of obstacles are met or complications found in the work? From a functional or subject-matter standpoint, what is the scope of the problems dealt with?

D. Control of employee's work by others

- 1) Does the employee receive instruction, advice, or counsel from his/her superior or another authorized person before and/or during the performance of the tasks, regarding what is to be done and how it is to be done? How is this instruction, advice, or counsel given and to what extent?
- 2) Is there another employee or a group of employees within the work unit (or possibly elsewhere) whose authority it is to render decisions and advice on the more difficult or unprecedented problems? If so, what connection do they have with the employee's work?
- 3) Is supervisory control confined to administrative matters or does it extend to functional or technical matters?
- 4) Is the employee's work free from technical control by others except for final review after completion? Is it reviewed purely from the standpoint of administrative considerations or is critical review given to it from a functional or technical viewpoint?

E. Variety and Scope

- 1) Do the problems or tasks vary materially in character? If so, do they vary also in difficulty? What is the difficulty of each item making up the variety? Are there one or more outstanding or difficult tasks involved among a number of relatively simple duties? If so, what proportion of time is spent upon them? Does the work consist of a mass of detailed tasks, complex in the sense that many different actions have to be taken by the employee, but not complex as to any one item?
- 2) To what extent and with what frequency do the problems or tasks of varying types occur (rarely, occasionally, intermittently, repetitively, periodically frequently, etc.)? Is the position constituted of a recurring series of varied tasks, or does it involve a non-repetitive series of new demands to be met, new tasks to be performed, and new problems to be solved?
- 3) From a functional or subject-matter standpoint how distinctive are the various tasks and problems? Are they intimately related to or part of the same occupation, function, or field of work; or are they mutually distinct? Does each of the tasks lead toward the accomplishment of the same objectives, each forming a part of a continuous process within a limited field, or do they signify a succession of assignments or problems presented for interpretation and decision, wherein each involves a new or different objective, body of rules, techniques, or approaches? What is the total scope of the various tasks and problems? What is the scope and comprehensiveness of qualifications needed to perform such tasks and solve such problems?

NON - SUPERVISORY RESPONSIBILITIES

A. Responsibility for reviewing the work, actions, and decisions of others

- 1) Of what processes, steps, or procedures does the review consist?
- 2) What is the purpose of the review?
 - a) To determine accuracy of copy?
 - b) To determine the propriety of conclusions only?
 - c) To rework or otherwise verify prior operations or actions? What prior processes or actions are verified?
 - d) To obtain information for purposes of coordination or to make recommendations?
- 3) What is the scope of the review? Does it cover the merits or format of the cases, or both? Does the review cover the technical or administrative aspects or both? Is it a partial or complete review? If partial, what part of the work is reviewed? If presumably complete, does it cover all the aspects of the matter that were dealt with by the employee doing the work initially?
- 4) Does the review carry with it a specific responsibility (authority to change results) on each matter or case reviewed, or does the reviewer act in an advisory capacity without specific responsibility in a particular case?
- 5) Does the supervisor give substantive responsibility to the reviewer to change details in borderline cases?

B. Responsibility for independence of action or decision

- 1) To what degree and subject to what check or control does the position involved have responsibility for independently initiating or taking action under certain circumstances? What are these circumstances?
- 2) Consider control of employee's work by others. Broadly considered, is the supervision over the employee close or general? Direct or indirect? Administrative or technical? Of what precise elements does such supervision consist? What are its outward manifestations?
- 3) To what degree does such supervision include (and to what degree does it not include):
 - a) Assignment of tasks? How much initiative has the employee in deciding what shall be done and when?
 - b) Instruction and guidance as to purposes, plans, or policies affecting the work? How far is the employee's work controlled by plans and policies laid down by higher authority?
 - c) Instruction and guidance as to methods and techniques of doing work? How much initiative has the employee in deciding how a given task or objective should be accomplished? Is such initiative confined to simple, routine operations, or does it regularly extend, for example, to planning details on how to place a given broad program into effect?
 - d) Overseeing to determine whether work is being done according to instructions? Is the employee actually guided or controlled during the progress of his/her work? How far is he/she permitted to go with a given assignment before the results of the work are examined and reviewed?
 - e) Inspection, checking, or review of final product as to accuracy or other qualities, or as to its compliance with established plans and policies? What is the nature of such review, as tested by the questions in B.1 above?

- 4) What is the level of the position within the total organizational hierarchy? Within the work unit?
- 5) What is the scope of the employee's authority? To what extent does the employee make decisions that do not require higher approval and that generally are not reviewed? What types of questions or problems are involved? What is the importance and complexity of these questions or problems in relationship to the overall problem?
- 6) How final is the employee's authority? Is it final with respect to the organization to which he/she is attached? Is it final with respect to the completion of the work? Does the work pass through any other processes before completion or finalization, and if so, who is responsible for these further processes?
- 7) Are the specific responsibilities for a particular task or function carried exclusively by the position, or is there a divided responsibility which is shared by other employees? In the latter case, what is the extent of distribution and to whom and where is it extended?
- 8) What is the importance and purpose of the final products or results of the work of the position relative to the particular program area? To what use are these products or results put?
- 9) What would be the consequence of errors? What is the actual potential for errors?
- 10) What is the relationship between the work between the work of the position and the functions of the organizational unit, section, division, bureau, or department, taken as a whole?

C. Responsibility for making recommendations or decisions which determine or affect plans, programs, methods, or policies

- 1) What is the impact on the total function of a unit of the plans, programs, methods, or policies with which the position is involved?
- 2) What is their relative degree of finality? Are there higher level positions which take the final executive action of putting them into effect?
- 3) To what extent is this responsibility shared by others? With whom is this responsibility shared?

D. Responsibility for the custody of money, securities, or other things of special value

- 1) What is the scope of the operations in which such responsibility is present?
- 2) Is this responsibility primarily one of honesty and trustworthiness of the job?
- 3) Is there involved real responsibility for extreme care in safeguarding things of special value where the consequence of error is significant? In what way is this responsibility carried out?
- 4) What control exists over the complex official tasks, acts, or decisions in positions involving responsibility for the custody of money, securities, and other things of special value?

E. Responsibility for accuracy or freedom from errors

- 1) To what extent is the necessity for accuracy present in the position? What are the standards of accuracy involved in the nature of the work? How is the work evaluated in relationship to this standard?
- 2) To what degree is long or unusual experience essential to produce accuracy?
- 3) Is the accuracy mathematically or mechanically measurable, or is it a matter of carefulness, alertness, or other qualities that any satisfactory employee should possess or can require on the job in a reasonable time? Must the employee initially bring to the job special skills or knowledge of a particular method, or advanced training or experience in that field when generally compared to the requirements for like or associated positions?
- 4) How responsible is the work in the light of the necessity of that degree of accuracy? What is the purpose of the work? To what use is the result of the work put? What happens when the desired standard of accuracy is not met? What is the effect of errors on the work product? What might be any unusual effect of errors in relation to the review, inspection, or correction of the employee's work by others?

F. Responsibility for public contacts

- 1) To what extent is public contact involved in the position?
- 2) What types of persons are dealt with, i.e., general public, legislators, private business, etc.?
- 3) Is the subject matter of the contact simple or complex, narrow or broad in scope, controversial or commonly accepted?
- 4) Is the purpose of the contact the dissemination or obtaining of information, official negotiations, obtaining support and cooperation, or otherwise? To what extent does this purpose involve influencing others toward a course of action?
- 5) What degree of authority has the employee to make official commitments?

SUPERVISORY AND ADMINISTRATIVE RESPONSIBILITIES

A. The “supervisory pattern” - number and types of supervisory actions present

Which of the following phases of supervisory or administrative control are present in the position concerned?

- 1) Control over policies (broad principles of law interpretation, management, or ethics governing the conduct of work).
- 2) Control over objectives (purposes of the work; the characteristics of the completed product).
- 3) Plans (ways and means for accomplishing the objectives).
- 4) Flow of work (organizational and functional course which a given piece of work takes from inception to completion.).
- 5) General management (matters of personnel, discipline, leave, expenditures, supplies, equipment, space, etc.).
- 6) Assignments (what the employee supervised are to do and the order in which they are to do it; selection of employees for particular assignments; determination of priority activities).
- 7) Work methods (the technique of doing the work; the sequence of steps by which the employee accomplishes the prescribed objectives).
- 8) Coordination (development and operation of mechanisms for proper continuity and performance of varied functions and tasks).
- 9) Production (amount of work done; promptness with which it is accomplished).
- 10) Results (the accuracy, adequacy, propriety, etc., of the work in the light of established policies, objectives, and work methods).

B. Extent to which the initiative and judgment of those supervised is limited

- 1) On what matters and to what degree does each of the various phases of supervisory and administrative.
- 2) What are the mechanics by which supervisory or administrative control is exercised over individual workers? (For example, direct personal and oral contact, written methods, guiding precedents, intermediate supervisors, or a combination of these methods?)
- 3) Is control of the type describable as: “immediate supervision,” “general supervision,” “general direction,” or “executive direction”? Is it of an administrative or technical nature or both?
- 4) For which activities, as defined in the “supervisory pattern,” and to what degree has responsibility for performance of work been delegated to individual workers or intermediate supervisors? To what extent do they exercise initiative and judgment independently of the supervisor? Which, if any, of the procedures followed, processes performed, actions initiated or developed, or decisions made by the employees supervised are virtually not reviewed?

C. Size of the organization supervised

- 1) How many employees are supervised - directly and through intermediate or subordinate supervisors?
- 2) What is the classification levels of employees supervised?
- 3) What special problems of supervision or administration arise by reason of the size and structure of the organization, or the inter-relationships necessary to perform a given function?
- 4) What is the magnitude (size) of a position's supervisory responsibility when considered in the light of other factors related to supervising employees, such as the degree of difficulty, the operational or technical scope of supervisory or administrative responsibility, and/or qualifications needed? On the basis of a suitable class or group of comparable positions, do differences in these factors offset differences in magnitude?

D. Importance and variety of functions and the complexity of the organization supervised

- 1) Selecting one or more pertinent viewpoints, what is the relative importance of the work of the organization supervised? Examples of viewpoints that may be taken are:
 - a) Importance to the department and/or applicable work unit, considered as an operating organization.
 - b) Importance to the state considered as an operating organization.
 - c) Importance in respect to government finance, industry and commerce, agriculture, public health and safety, or other general economic or sociological factors.
 - d) Importance from the standpoint of its effect on or significance to the jurisdiction.
- 2) What is the structure of the organization supervised? In what successively smaller organization units are the employees grouped? What are the functions of each unit? What are the lines of authority and/or supervision which connect these units?
- 3) What kinds of work are performed by the employees supervised? In what classes and grades do their positions fall? Are they all engaged in one process, function, or activity or are they engaged in variety of activities? In what way, if at all, are these various activities functionally related? How are the employees distributed, by number and grade, among these activities?
- 4) How the organizational units and the employees supervised geographically are distributed?