JOB EVALUATION STANDARD

PERSONNEL GENERALIST

I. SCOPE

This standard applies to positions functioning as professional personnel representatives in an operating secretariat, department, administration, agency, or institution performing tasks involving a full range of personnel activities. The organization to which such positions are assigned may be characterized as **independent**, meaning that no intermediate personnel function exists between the organization and the Department of *Budget and Management*, or the organization may be **dependent**, meaning that an intermediate level for some, if not all, personnel activities does exist.

This standard **does not apply** to positions performing work not covering a full range of personnel activities, nor to functional area chiefs (e.g. employment services, classification, employer-employee relations, administration), nor to "specialists" engaged in singular activities pertaining to specific areas of expertise such as classification/compensation, examination, test construction, etc. Separate standards exist for positions not covered by the personnel generalist standard.

II. PRELIMINARY EVALUATION

There are three operational areas common to the personnel generalist function. Typically, a majority of the tasks ascribed to any one of the operational areas will be performed by a personnel generalist. It is possible that performance may be minimal in some of the ***three* areas**, but performance **to some extent is essential for this standard to apply**. The three operational areas are classification/compensation, recruitment/employment or employment services, and employer-employee relations. Examples of tasks associated with each of these areas follow and include, but are not limited to:

* * * *

CLASSIFICATION AND COMPENSATION

Preparing/reviewing of organization/staffing charts; performing classifications and salary analysis; counseling employees on classification or salary matters, promotional opportunities, etc.; preparing cost estimates for classification/salary actions including Annual Salary Review submissions; reviewing position descriptions; reviewing/commenting on proposed new or revised draft specifications; evaluating the propriety of acting capacity requests; responding on or initiating salary surveys and other requests for classification/salary information, etc.

RECRUITMENT/EMPLOYMENT SERVICES

Finding, interviewing, and hiring/discharging employees; *reviewing applications and resumes and ranking candidates, developing scoring matrices for interview panel and scoring of candidates, preparing position announcements and bulletins for circulation*, *preparing job advertisements for publication in local and national newspapers and magazines,often targeting advertisements to specific trade journals, planning organizing and conducting special recruiting activities, e.g., job fairs and on campus recruiting at colleges*. counseling employees concerning leave, attendance, application of rules and policies, etc.; conducting background investigations and reference checks; administering fringe benefits leave, hospitalization, retirement, credit union, etc.); maintaining workmen's compensation records and statistics; filing reports and testifying at hearings;

EMPLOYER-EMPLOYER RELATIONS

Reviews requests for disciplinary action for propriety, and recommends action when necessary; *represents management at settlement conferences;* prepares and presents testimony at grievance hearings; may hear and decide grievances at the *agency* level step; confers with management, employee representatives and employees regarding management employee problems, etc.

* * * * *

Any position to which any of these areas do not apply will be evaluated under a separate standard. Positions evaluated under this standard are individually evaluated in terms of the work that is actually performed by or assigned to the position at the time of evaluation, and not in terms of other positions with the same or similar titles or salary levels, factor comparisons, or proposed or past functions.

III. APPLICATION

This is a point-factor standard which allows for the evaluation of individual positions by determining the level at which a worker falls for each factor and subfactor, assessing established point values for each level, and comparing point totals with computed salary grade point intervals. An individual position's relative value is the sum total of the points assessed for each factor.

This standard consists of three primary job evaluation factors: **SCOPE AND EFFECT, DECISION-MAKING AUTHORITY,** and **TOTAL EMPLOYEES SERVICED.**

IV. FACTORS

FACTOR A – SCOPE AND EFFECT (Weight 55% - Maximum Points 550)

This factor addresses the scope (amount, complexity) of functions for which a position is accountable, obligated, or answerable. Through the use of four subfactors, the diversity and magnitude of a specific personnel position is assessed.

Subfactor 1. Types of Services Rendered (Weight 28%-Maximum Points 280)

This subfactor accounts for functions assigned to a position **ABOVE AND BEYOND** those normally associated with personnel generalist positions. These functions do not exist in each and every personnel organization, and when they do, they may exist in various states of complexity, size, sophistication, and relative importance.

In this subfactor, three of the more important functions have been identified and a point range established. A fourth category known as "other" has also been provided for functions which may exist outside the three previously identified. The point values allocated to exceptions under this subfactor range from 5 points to 45 points based upon the above considerations. Guidelines for applying the point range follow.

- **Guidelines**

  45 Points – Assigned to a position for each applicable function identified as a major functional area which has been officially mandated and is a recognized portion of the position's overall organizational responsibility. Major functions at this level are typically **budgeted, staffed** and **providing direct services** to employees, management or the general public. The personnelist to which points are allocated would have responsibility for program development and execution, development of policy and procedures, establishment of priorities, hiring and evaluating staff and preparation/administration of a program budget.

30 Points – Assigned to a position for each **function identified as a distinct entity, but not necessarily staffed or budgeted.** While functions at this level should of necessity be officially mandated and recognized, the level of involvement tends to be coordinative in nature, and very often exists as an ancillary function to or supplements a major functional responsibility. The personnelist to which this level of points would be allocated would still have significant responsibility for at least assisting in the establishment of functional guidelines or goals, and perhaps broad policy.

15 Points – Assigned to a position for each function in which the position is involved as a reference point, providing input, expertise or technical guidance to another distinct function, usually outside of the personnel area. At this level, a position would be recognized as a **"subject matter expert**".

5 Points – Assigned to a position for each function in which the position may be involved, but only to a very limited degree. At this level, the personnelist may serve as **a contact or clearance point** in an established hierarchy, through which an action must pass prior to completion.

- **Categories**

a.	Training/Staff Development	5-45 Points
b.	EEO/Affirmative Action	5-45 Points
c.	Surveys - Organization/Staffing/Classification	5-45 Points
d.	Other (Under this category are other **unusual** responsibilities *NOT expected of every generalist.* ***DOES NOT INCLUDE*** *responsibilities covered above or in the preliminary analysis* - ***NO additional points for recruitment/employment services, classification or EER*** *responsibilities. For example, risk management, collective bargaining, telecommunications, test development responsibilities may be considered*.*	5-45 Points

* *NOTE: The* ***maximum points*** *allowed under the Types of Services subfactor is* ***280.***

Subfactor 2. Supervision/Staff Size (Weight 6%-Maximum Points 60)

This subfactor accounts for the **managerial** responsibility of directing and controlling the activities of other employees. Credit is given for the **size of an assigned staff**, mitigated by the **dispersion of the staff**, on a geographic basis. Supervision is defined here as controlling (either by direct assignment/evaluation of work or through promulgation of directives, policies, procedures, or guidelines) the activities of positions primarily engaged in personnel management practices within the assigned organization. To be considered decentralized, an organization's personnel management function must be **geographically** dispersed functions which require personnel services.

Size of the Subordinate Staff	**Centralized**	**Decentralized** **No personnel staff on site**	**Decentralized** **Personnel staff on site**
1 –2	5 PTS	10 PTS	15 PTS
3 – 9	20 PTS	25 PTS	30 PTS
10 -19	35 PTS	40 PTS	45 PTS
20+	50 PTS	55 PTS	60 PTS

Subfactor 3. Policy Involvement (Weight 15% - Maximum Points 150)

This subfactor assesses the nature and level of responsibility for personnel policy activity. Personnel policy activity includes rules, procedures, and other requirements which determine the manner in which the personnel function is carried out. The two prime considerations in this subfactor are the **complexity** (application vs. innovation) of the policy activity and the impact of the policy involvement. Points are awarded within ranges; exact inter-range determinations are judgmental, following the guidelines set forth below.

Guidelines

150 Points – Assigned to a position having **final responsibility** for the promulgation of **departmental policies** having a potential Statewide impact, in areas common to other agencies and for which Department *of Budget and Management* policies do **not** exist. At this level the employee would be regarded as an expert within a specific subject area and would provide **substantive input in the development of major Statewide** personnel policy. (The number of positions having this level of sapiential authority outside of the Department of *Budget and Management* is **extremely** limited).

100 Points – Assigned to a position that **independently** prepares **departmental** policies having a substantial impact on a diverse employee population. At this level the employee is regarded as the **ultimate departmental authority** on questions involving interpretation and application of the organizational personnel policies.

50 Points - Assigned to a position that initiates and writes **interpretive memoranda** on a **supplemental** and **infrequent** basis. The memoranda serve to relate existing departmental or Statewide personnel policies to the specific exigencies of the organization. Frequently the organizations to which these positions are assigned are components of larger agencies.

<u>10 Points</u> – Assigned to a position for which policy activities primarily involve receipt and posting of personnel policies, and for providing answers to questions posed by employees regarding the application of the policies. This employee applies policy in a consistent manner, referring deviations to some other source for disposition.

<u>Categories</u>

a.	Dissemination, implementation and/or administration of standard personnel policies. Activities at this level are primarily involved with **application of** policies.	10-20-40 Points
b.	Supplementation, interpretation and/or adaptation of standard policies to organization-peculiar situations. Activities at this level are generally a mixture of **application and innovation**.	50-70-90 Points
c.	Development, maintenance and evaluation of policies not covered by standard personnel policies. Activities at this level tend to be **primarily involved** with **creation** of policy.	100-125-150 Points

Note: Application of Points:
Lowest point assessment given when position meets the minimum of the category definition;
Medium point assessment when position meets the majority, but not all, of the category definition;
Maximum point assessment when position meets all of the category definition.

Subfactor 4. Personnel Budget Involvement (Weight 6% - Maximum Points 60)

This subfactor addresses the nature and impact of a position's responsibility for the preparation and/or control of the personnel budget. The prime determinants of point allocations for this subfactor are the complexity and finality of determinations. There are three general categories of involvement. Exact inter-range determinations are judgmental, following the guidelines set forth below.

- **Guidelines**

60 Points – Prepares entire personnel budget, defending requests in dealings with budget and legislative analysts and legislative committees. Testifies at legislative hearings on a regular basis as an agency representative. Little, if any, higher level review of the work within the unit or agency.

30 Points – Regularly participates, as the personnel expert, in formal departmental budget hearings, providing input regarding classification propriety, salary integrity, etc. The level of work, while not requiring the preparation of the budget, per se, may involve the preparation and coordination of the personnel-related budget forms 1

10 Points – Advised of budget format or position allocations only. At this level, the personnel budgeting responsibility generally rests with a separate unit.

- **Categories**

a.	**Advisory** – Little or infrequent consultation. No final budgetary authority.	0-10 Points
b.	**Consultative** – Recommending or reviewing budget requests, providing technical classification/ salary/staffing advice. Participates in informal budget hearings.	20-25-30 Points
c.	**Management** – Creates, reviews, approved agency personnel budget. Has authority to question/ change specific budget requests. Testifies in defense of agency personnel budget.	40-50-60 Points

Note: Application of Points:
Lowest point assessment given when position meets the minimum of the category definition;
Medium point assessment when position meets the majority, but not all, of the category definition;
Maximum point assessment when position meets all of the category definition.

FACTOR B–DECISION-MAKING AUTHORITY(Weight 30%-Maximum Points 300)

This factor addresses the extent and finality of decisions concerning personnel matters for which personnel generalist has been granted authority.

Authority may be delegated to a position from outside the immediate organization and/or from within the organization. The predominant authorities delegated to personnel generalists **from outside** the immediate organization are certain types of classification and job evaluation decisions; this is known as **classification authority**.

The level and nature of authority delegated to a generalist **from within** the organization varies, dependent upon a number of factors, including the level of sophistication of the organization, the nature of the organizational hierarchy, the placement of the organization within the overall governmental structure, etc.; this is known as **internal authority**.

Subfactor 1. Classification Authority (Weight 15% - Maximum Points 150)

Classification authority is external authority and may come from a larger parent agency or, most frequently, from the Department of Personnel. The two major components of this type of authority are the degree to which the position is allowed to **develop** or **establish** standards, procedures and systems, and the degree to which the position is allowed to **apply** standards, procedures and systems. It is possible that a position could have little or no involvement in the **development** of standards, but extensive authority to **apply** standards. The reverse, however, would not logically follow. Therefore, the assessment of points in this subfactor is predicated primarily upon the level of developmental work performed by the position.

Points are allocated to positions in accordance with the following matrix.

APPLICATION AUTHORITY	**POINTS**			
A: Approves and processes all classification actions. Reviews/approves classification work of subordinates.	60	90	120	150
B: Approves and processes all classification actions. This function is completely independent, but does not normally involve the review of work done by others.	40	60	80	130
C: Some application authority. Most classification work is subject to higher level review and approval before processing.	20	30	60	70
D: Little or no application authority (except perhaps Non-Competitive Promotional). All classification actions subject to higher level review within same department.	10	20*	40	50*
DEVELOPMENT AUTHORITY	**1** **little or no** standard work; may review specs developed by others; primarily Statewide generic classes	**2** **some** standards work requiring **little or no technical job evaluation**; generally involves the review of class specs; **mixed** Statewide and agency unique classes	**3** **some** standards work for **agency** unique classes **including technical job evaluation** work and **development of class specs**; primarily agency unique classes	**4** **heavy** standards work; usually has **final review or approval** for agency on class specs and standards; **may develop standards** indepen-dently; frequently involved as **expert in review of generic** class standards

* It is unlikely that many positions will fall into these categories. Point allocations have been established as guides should an unusual circumstance arise wherein one of these levels would be warranted.

Subfactor 2. Internal Authority (Weight 15% - Maximum Points 150)

Internal authority is delegated from within the immediate organization, generally by an immediate supervisor who may or may not be a personnel administrator. The point ranges allowed within this subfactor are based upon the **range of the authority**, the **finality of the decisions made**, and the **impact that decisions have within or outside** the organization, and the extent to which guidance is available. Exact determinations are judgmental, based on the following.

Degrees of Authority

a. **Very Limited** – **Little final** authority within explicitly defined areas of responsibility. Virtually **all work** is primarily related to daily, routine activities within **established standards, procedures and guidelines**. Decisions have **little or no impact** beyond the immediate organization. — 0-5-10 Points

b. **Limited** – **Little final** authority within explicitly defined areas of responsibility. **Most** work **is reviewed** by an **immediate supervisor** or other official. **Limited flexibility** is granted to interpret policies or rules to fit individual cases, to select an alternative course of action from a number of possibilities, to prioritize work, and to sign certain forms and reports. Decisions may have **some impact on other** work units, or on employees outside the immediate unit. — 20-25-30 Points

c. **Moderate** – **Some final** authority over **several** explicitly **defined areas of responsibility**. The supervisor is consulted for a decision in cases involving **major deviations** from established policies or standards. Decisions may **have an impact** upon a diverse employee population, or upon a number of work units outside the immediate organization. — 40-55-70 Points

d. **Substantial** – Final authority over a **majority of assigned functions**, some of which may be of **short duration ill defined, or unusual.** The supervisor provides only **administrative direction in terms** of the establishment of general program goals and objectives. Decisions at this level usually have a **material impact** upon workers and units both **within and outside** the immediate organization, including subordinate workers. Guidelines are generally available but may require tailoring to suit organizational needs. — 80-95-110 Points

e.	**<u>Extensive</u>** – Final authority over **all functional areas** related to personnel administration. The supervisor provides **only general direction** in terms of overall personnel management philosophy or policy within the organization. **Most operational decisions** are made at this level and the **supervisor is advised, for informational purposes,** of **potentially impactive actions already taken**. At this level, **guidelines** may not be available or may be **obscure**, requiring a great deal of independent resourcefulness.	120-135-150 Points

Note: Application of Points:
Lowest point assessment given when position meets the minimum of the category definition;
Medium point assessment when position meets the majority, but not all, of the category definition;
Maximum point assessment when position meets all of the category definition.

FACTOR C – TOTAL EMPLOYEES SERVICED (Weight 15%-Maximum Points 150)

This factor measures the magnitude of the workload assigned to the personnel function. Credit is given for the number of employees serviced, including budgeted and non-budgeted, part-time and temporary, merit and non-merit, and any other employees for whom the personnel function provides services.

Points are allocated at the rate of **one point per one hundred employees**, up to a maximum of 150 points.

If an inordinate proportion of the organization's total employee population is non-merit *(i.e. Management Service, Executive Service, Special Appointment, contractual, temporary.),* additional credit will be given using the following scale:

% of Population in Non-Merit Status	Points
10 - 33 1/3	5
33 1/3 – 66 2/3	10
over 66 2/3	15

PERSONNEL GENERALIST

POINT/CLASSIFICATION CONVERSION*

Points	Classification
950 – 1000	Administrative Program Manager IV
825 - 949	Director, Personnel Services
700 - 824	Personnel Administrator IV
575 - 699	Personnel Administrator III
475 - 574	Personnel Administrator II
375 - 474	Personnel Administrator I
275 - 374	Personnel Officer III
200 - 274	Personnel Officer II
125 - 199	Personnel Officer I

* based on a point/salary conversion
where the regression equation is

$$Y = 24351.6 + 27.3554X$$

$$r = .9855$$

transformed

$$X = \frac{Y - 23451.6}{27.3554}$$

PROFESSIONAL PERSONNEL MANAGEMENT POINT FACTOR SYSTEM
PERSONNEL GENERALIST

DEPARTMENT: _____ INCUMBENT: _____

PIN: _____ PRESENT CLASS/GRADE: _____

REQUESTED CLASS/GRADE: _____

ANALYST: _____ DATE: _____ ON-SITE: _____

ASSESSMENT

FACTOR A: SCOPE and EFFECT (Maximum Points 550)

1. TYPES of SERVICES RENDERED (maximum points 280)

   a. Training/Staff Development: _____points

   b. EEO/Affirmative Action: _____points

   c. Organ/Staff/Class Surveys: _____points

   d. Other – LIST _____points

subtotal: _____

2. SUPERVISION/STAFF SIZE (maximum points 60)

   Centralized or Decentralized: _____
   Staff or No Staff: _____ **subtotal:** _____

3. POLICY INVOLVEMENT (maximum points 150)

   Category: _____ **subtotal:** _____

4. BUDGET INVOLVEMENT6 (maximum points 60)

   Category: _____ **subtotal:** _____

TOTAL FACTOR A: _____

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FACTOR B: DECISION-MAKING AUTHORITY (Maximum Points 300)

1. CLASSIFICATION AUTHORITY (maximum points 150)

Application Authority: _____
Development Authority: _____ **subtotal:** _____

2. INTERNAL AUTHORITY (maximum points 150)

Degree: _____ **subtotal:** _____

TOTAL FACTOR B: _____

FACTOR C: TOTAL EMPLOYEES SERVICED (Maximum Points 150)

Total Number of Employees: _____ = _____points
divided by: 100
{1 point per 100}

Total Number of Non-Merit Employees: _____ = _____points
divided by: Total # of Employees:
{10 – 33 1/3% = 5 points}
{33 1/3 – 66 2/3% = 10 points}
{66 2/3 plus % = 15 points}

subtotal: _____

TOTAL FACTOR C: _____

FACTOR SUMMARY:

Factor A: _____
Factor B: _____
Factor C: _____
TOTAL POINTS: _____

APPROPRIATE CLASS: _____

POINT RANGE REQUIREMENT: _____

REMARKS: _____

_____

_____

_____