
**BOARD OF COUNTY COMMISSIONERS
HILLSBOROUGH COUNTY
TAMPA, FLORIDA 33601**

BOARD POLICY - SECTION NUMBER: 01.04.02.00

SUBJECT: COMMISSIONER'S ASSISTANT POSITIONS – JOB DESCRIPTION, PAY RANGE, AND COMPENSATION PAY GUIDE

EFFECTIVE DATE: August 21, 2002

SUPERSEDES: April 15, 1987

Purpose:

The purpose of this BOCC policy is to set uniform job descriptions, pay ranges, and to establish a compensation pay guide for Commissioner's Assistant positions.

Policy:

The policy for Commissioner's Assistant positions outlining the job description, pay range, and compensation pay guide is attached hereto and hereby made a part of this policy.

Responsibilities:

It is the responsibility of the members of the Board of County Commissioners to comply with provisions adopted by the BOCC on August 21, 2002.

It is the responsibility of the Department of Human Resources to insure compliance with this policy.

Approved By: Board of County Commissioners
Approval Date: August 21, 2002

Attachments



Agenda Item Cover Sheet

Agenda Item N^o. _____

Meeting Date August 21, 2002

Consent Section

Regular Section

Public Hearing

Subject: Commissioner Aides			
Department Name: Human Resources			
Contact Person: Sharon Wall		Contact Phone: 276-2758	
Sign-Off Approvals			
	8/15/02 <small>Date</small>		8/15/02 <small>Date</small>
	8-15-02 <small>Date</small>		8/15/02 <small>Date</small>
<small>Management and Budget - Approved as to Financial Impact Accuracy</small>		<small>ASST. County Attorney - Approved as to Legal Sufficiency</small>	

Staff's Recommended Board Motion:

- That the BOCC approve the *updated* Commissioner Aide Job Description;
- Approve the *proposed* guidelines for compensation of Commissioner Aides

Financial Impact Statement: There is no financial impact beyond that already budgeted

Background:
 At the January 23, 2002, Board meeting, staff was directed to develop an updated job description, a structured pay range and formal guidelines for compensation for the Commissioner Aide position. At the onset, staff conducted an external salary survey of similar positions in various counties and cities throughout the State as a basis of comparison for Hillsborough County (*attached*). The updated job description was developed from the Position Information Questionnaire (PIQ) that each Aide was asked to complete as well as from information received during the external survey and previous written Hillsborough County job descriptions for this position. The job description is broad and general in nature. The salary pay grade is based on both the internal job evaluation system to ensure internal equity and the external salary survey information of other employers for similar work to ensure external equity is maintained.

List Attachments:
 (1) 2002 Position Survey, (2) Commissioner Aide Job Description, (3) Commissioner Aide Pay Range, (4) Guidelines for Compensation, (5) Unclassified Performance Evaluation Form, and (6) Guidelines for Granting Merit Increases

**2002 Position Survey
for Commissioner/Council Person Assistant or Aide**

County/City/ Municipality	Total # of Support	Salary Minimum - Maximum	Job Description	Pay Plan	Population	Notes
Alachua	1 Executive Staff Assistant 1 Commissioner Service Coordinator	\$21,768 - \$33,741 \$30,630- \$47,477	Yes	Yes	217,955	2 employees support five commissioners
Broward	Up to three aides	\$37,823 \$56,654	Yes	Yes	1,623,018	Other job categories used Administrative Coordinator \$28,604-\$44,395 or County Commission Secretary \$22,088 - \$35,138
Charlotte	1	\$24,149 \$44,468	Yes	Yes	141,627	Each Commissioner has one aide
Collier	1	\$33,653 \$55,527	Yes	Yes	251,377	
Duval County/ Jacksonville	1 Assistant	\$25,000 \$45,000	No	No	778,879	19 Council persons with one assistant each
Escambia	1 or 2	N/A Actual Salary \$52,472 to \$64,650	No	No	294,410	
Lake	3 Executive Associates 1 Executive Office Manager	\$25,667 -\$41,080 \$30,368 - \$45,588	Yes	Yes	210,528	4 employees serve 7 commissioners

County/City/ Municipality	Total # of Support	Salary <i>Minimum - Maximum</i>	Job Description	Pay Plan	Population	Notes
Miami/Dade	From 3 to 8	Salary range determined by the Board of County Commissioners Part time \$8,400 Executive Assistant up maximum of \$75,190	No	Yes	2,253,362	Commissioners have full authority to appoint the # of aides necessary; each can have as many aides, up to 8, they deem necessary. Average salary of an incumbent in commissioner aide classification is \$35,878
Manatee	3 Executive Assistants 1 Executive Office Manager	\$24,773 - \$37,732	Yes	Yes	264,002	4 positions serve 7 commissioners
Marion	1	\$27,809 \$41,038	Yes	Yes	258,916	1 aide for five commissioners
Osceola	1	\$27,978 \$41,977	Yes	Yes	172,493	1 aide for five commissioners
Polk	1 Executive Assistant	\$26,062 \$36,483	Yes	Yes	483,924	
West Palm Beach	1 Executive Secretary	\$31,895 \$47,852	Yes	Yes		City
Palm Beach	1.5 Commission Secretary Sr Commission Assistant	\$29,104-\$44,148 \$36,874- \$55,929 after eight years as Sr Commission Assistant \$52,215-\$78,195	Yes	Yes	1,131,184	Each commissioner has 3.5 positions

County/City/ Municipality	Total # of Support	Salary Minimum - Maximum	Job Description	Pay Plan	Population	Notes
Pinellas	1 Secretary	\$34,213 \$53,030	Yes	Yes	921,482	No other staff
Temple Terrace	No aides for council members					
City of St Petersburg	1 Administrative Services Officer 1 Office Systems Assistant 2 Administrative Secretaries	\$40,453 - \$60,616 \$17,971 - \$26,374 \$23,504 - \$34,486	Yes	Yes		8 Council members. Council staff support consists of an Office Manager who is management, Administrative Services Officer, receptionist and two administrative secretaries. Council members have no aides per se other than these clerical support functions.
City of Orlando	1	\$31,096 \$46,654.40	Yes	Yes		
City of Tampa	1 Legislative Aide	Varies	Yes	No	393,447	
Seminole	1	\$24,149 \$44,678	Yes	Yes	365,196	

*population – National Association of Counties - 2000

HILLSBOROUGH COUNTY
JOB DESCRIPTION
POSITION TITLE: COMMISSIONER AIDE

JOB CODE: U8644

GRADE: XI

August 21, 2002

POSITION SUMMARY

Performs advanced and highly responsible administrative work in support of a Commissioner. Acts as a liaison between constitutional officers, elected officials, staff, constituents and outside agencies to relieve Commissioner of the operational details of office management. Duties require considerable initiative and independent judgment.

ESSENTIAL JOB FUNCTIONS

Manages a Commissioner's Office, which includes, answering correspondence daily to citizens, preparing resolutions, scheduling meetings, public relations with constitutional officers, the general public, staff and other government and community agencies.

Research issues and compile data and reports.

Attends Commission meetings, special events, retreats, forums and other committees and meetings as required.

Composes speeches for presentations at special events and prepares press releases.

Provides guidance and assistance to the public including monitoring and responding to complaints through the established system. Responsible for ensuring that departments and other sources for information, regarding a response to a citizen, are obtained in a timely manner.

Plans, creates, and coordinates special events.

Interprets and explains County policy, rules and regulations to the general public.

Performs other related duties as required.

KEY JOB REQUIREMENTS

Graduation from high school or possession of a GED Certificate; and four years of administrative or secretarial experience

OR -

A Bachelor's Degree and one year of administrative or secretarial experience

OR-

Any equivalent education training and experience which provides the required knowledge, skills and abilities to perform the essential job functions.

Outstanding oral and written communication skills.

**COMMISSIONER AIDE
PAY RANGE**

	Minimum		Midpoint		Maximum	
Pay Grade	Annual Salary	Rate per Hour	Annual Salary	Rate per Hour	Annual Salary	Rate per Hour
Currently XI	\$37,045	\$17.81	\$46,322	\$22.27	\$55,578	\$26.72
October 1 XI	\$38,334	\$18.43	\$47,944	\$23.05	\$57,532	\$27.66

Other Executive Management Positions in Pay Grade XI:

<u>SALARY GRADE</u>	<u>JOB TITLE</u>
XI	Manager Fleet Management Services
XI	Executive Assistant County Administrator
XI	Manager Summer Food Program
XI	Manager Printing Services

Civil Service Classified Positions in Pay Grade AP* (Note: This classified pay range is similar in range to unclassified grade XI):

<u>SALARY GRADE</u>	<u>JOB TITLE</u>
AP	Chief Aircraft Pilot
AP	Chief Inspector
AP	Community Codes Investigator III
AP	Community Relations Coordinator
AP	Engineer II
AP	Forensic Toxicologist I
AP	Management Systems Analyst II
AP	Senior Buyer
AP	Senior Fiscal Analyst

* Current Classified Pay Range AP - \$36,982.40 - \$55,494.40; on December 1, 2002 this range will be adjusted to \$38,272 - \$57,428.80

**GUIDELINES FOR COMPENSATION
HILLSBOROUGH COUNTY
COMMISSIONER AIDE**

It is the overall philosophy of Hillsborough County to offer all employees a competitive and internally equitable total compensation package, consisting of base pay, appropriate market equity adjustments, merit increases and employee benefits.

Guidelines for compensation shall be the same as those covered in the Management Compensation Plan that applies to unclassified employees under the County Administrator except as modified in the following items:

- The Pay Range for Commissioner Aides shall be equal to unclassified pay grade XI and shall be adjusted annually on October 1 by the same percentage change as unclassified positions under the County Administrator. A Market Equity Adjustment (MEA) of the same percentage shall be provided to incumbents on that same date except that any current incumbent Commissioner Aide whose salary is above the maximum salary of the pay range (Grade XI) shall still receive the Market Equity Adjustment **annually**.
- Commissioner Aides shall receive the same benefit package as unclassified employees under the County Administrator
- Placement within range for new hires shall be consistent with the County **Administrator's** Management compensation Plan except that approval of the Board of County Commissioners is required for a new hire at a salary above salary range midpoint. If requested, the County Administrator's Human Resources Department will provide a recommendation for new hire salary placement.
- Performance evaluations for each Commissioner Aide shall be conducted by November 30th annually using the same form as used by management (unclassified) employees under the County Administrator except that each Commissioner may choose which section(s) of the Performance Evaluation Form (See Attachment 5) are to be completed so long as a numerical score from 1.0 to 5.0 is provided for the "Overall Performance Score" in Section IV of the Report. Should a Commissioner Aide be at salary range maximum, it is still appropriate for a Performance Evaluation Form to be completed (even though that Commissioner Aide will not be eligible for a merit increase) as documented performance is beneficial for performance feedback.
- Merit increase adjustments shall be effective the first pay period of January annually based on the same rating scale linking performance rating and merit increase used for Classified Employees (see Attachment 6).

HILLSBOROUGH COUNTY
UNCLASSIFIED PERFORMANCE REVIEW

Employee Name:	Date Placed in Present Position:
Social Security #:	Period Covered: From: To:
Position Title:	Date of Review:
Pay Grade & Code:	Name of Rater:
Department:	Title of Rater:

SECTION I: BEHAVIOR BASED PERFORMANCE RATING
This section allows you to objectively calculate the overall performance rating space of your employees by measuring how results are achieved. Please list a rating of 1, 2, 3, 4 or 5 based on the descriptions found in the guideline booklet. Comments must be made on any rating score of 1, 2 or 5; however, you are encouraged to write comments on ratings 3 and 4.

BEHAVIORS	RATINGS
1. ACCOUNTABILITY –	
2. COMMUNICATIONS –	
3. INNOVATION –	
4. INTERPERSONAL SKILLS -	
5. LEADERSHIP -	
6. PROBLEM SOLVING –	
7. TECHNOLOGY APPLICATION -	
8. DIVERSITY -	
9. MANAGING OTHERS (formal managers only) –	
SUBTOTAL (Sum of Ratings 1-9)	
DIVIDE BY: (number of measures)	
TOTAL SCORE (Sum of Ratings divided by number of behaviors rated)	

SECTION II: OBJECTIVE-BASED PERFORMANCE RATING

This section allows you to objectively calculate the overall performance rating of your employees by measuring individual results. Please list each objective rated and a rating of 1, 2, 3, 4, or 5 based on the descriptions found in the guideline booklet. It is not necessary to list ten objectives, however ten spaces have been provided.

OBJECTIVES	RATINGS
1.	
2.	
3.	
TOTAL SCORE <i>(Sum of ratings divided by number of objectives rated)</i>	

Signature _____
Supervisor

_____ Date

_____ Employee _____ Date

SECTION III.

IMPROVEMENT AND DEVELOPMENT
(Comments required under each category)

Briefly describe those areas in which the employee's performance is best.

Briefly describe those areas in which the employee needs to enhance performance.

What is the employee doing to improve his/her own performance through professional development and formal education? Include training, classes, education, etc. you would like the employee to attend in the coming year.

RATER COMMENTS

Comment specifically on this individual's overall performance. Include in your comments how well the goals were met, any additional assignments and/or relevant comments.

EMPLOYEE COMMENTS
(To be completed by employee)

Check box if no comments

SECTION IV.**OVERALL PERFORMANCE RATING**

This section allows you to calculate the overall performance score by averaging the sum of the total score in Section I and the total score in Section II.

$$\frac{\text{Section I Score}}{\quad} + \frac{\text{Total Score for Section II}}{\quad} + 2 = \frac{\text{Overall Performance Score}}{\quad}$$

The above information has been reviewed with me as indicated by my signature:

Employee:	Title	Date
Rated By:	Title	Date
Reviewed By:	Title	Date

GUIDELINES

OVERALL PERFORMANCE RATING				INCREASE
<input type="checkbox"/>	4.8 – 5.0	O	OUTSTANDING	5.5%
<input type="checkbox"/>	4.5 – 4.7	O	OUTSTANDING	4.5%
<input type="checkbox"/>	3.9 – 4.4	E	EXCEPTIONAL	3.5%
<input type="checkbox"/>	3.4 – 3.8	S	SUCCESSFUL	2.5%
<input type="checkbox"/>	2.8 – 3.3	S	SUCCESSFUL	1.5%
<input type="checkbox"/>	1.9 – 2.7	M	MARGINAL	0%
<input type="checkbox"/>	1.0 – 1.8	U	UNSATISFACTORY	0%

GENERAL INFORMATION

Please print or type.

Job Title: _____

Employee Name: _____

Social Security Number: _____

Department Name: _____

Supervisor=s Name: _____

Supervisor=s Title: _____

HILLSBOROUGH COUNTY

POSITION INFORMATION QUESTIONNAIRE

July 1999

**PricewaterhouseCoopers LLP
Global Human Resource Solutions
2400 Eleven Penn Center
Philadelphia, PA 19103**

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GENERAL INFORMATION

The purpose of this questionnaire is to collect detailed information for unclassified positions at Hillsborough County. Your answers will be used to ensure that your current position description is accurate and up-to-date. Please print or type your answers to every question and include your name and signature.

When responding to the questions:

Current

Describe the position as it **currently** exists, not as it was in the past or may be in the future.

Typical

Describe the position **as it is typically conducted** over an extended period of time (such as a year); do not describe just a particular dimension of the position or a temporary assignment.

Accurate

Others' Assessment

Avoid understating or overstating the position's requirements. It may be helpful to think about the responses as though you were explaining the position to a new staff member.

This is not a test

Consider **how the position would normally be performed** by the typical staff. Feel free to discuss responses with others in the position. The questionnaire is not a test of performance or competence

I. POSITION SUMMARY

In a few sentences, briefly describe the primary function and purpose of the position. An example is provided in the shaded box below.

Position Summary Example

I am a General Accounting Manager. My primary function is to manage general accounting functions and the preparation of reports reflecting the financial results of the County. Formulate and administer approved accounting practices to ensure that financial and operating reports accurately reflect the condition of the County.

Use the space below to describe the position you hold at Hillsborough County.

Position Summary:

II. PRINCIPAL POSITION DUTIES

MOST IMPORTANT POSITION RESPONSIBILITIES/DUTIES

On page 4, list the ten major duties, starting with the most important, for which your job is responsible. Use statements that start with action verbs such as *maintain, direct, develop, guide, analyze, plan, etc.* Think in terms of what, why and how the duties of your job are performed. For example, a typical responsibility statement for a Programmer/Analyst might be: *"Develop detailed design specifications for data processing systems."* A Public Relations Manager may respond: *"Administers public relation policies and programs including public information, employee information services, and stockholder information services."*

ESTIMATED PERCENTAGE OF TIME

In addition, estimate the percentage of time spent performing each duty. The following chart will assist you in estimating time percentages on either a daily, weekly, monthly or annual basis.

Percentage	Day	Week	Month	Year
5%	30 minutes	2 hours	1-1/2 days	2-1/2 weeks
10%	1 hour	4 hours	3 days	5 weeks
15%	1-1/2 hours	6 hours	4-1/2 days	2 months
20%	2 hours	1 day	6 days	2-1/2 months
25%	2-1/2 hours	1-1/4 days	7-1/2 days	3 months

Time spent for any duty should account for at **least 5% of total time**, unless it is a critical part of the position (e.g., negotiating a purchase agreement every three years). If the time spent for any one responsibility exceeds 25%, consider splitting the task statement into two or more statements. **The total of all percentages should account for at least 80% to 90% of the position's time and should not exceed 100%.** Please limit your responses to the number of lines provided below.

CRITICAL LEVEL

In the last column, rate **how critical the duty is to the position** using a scale of 1 to 5 (1 being less important, 5 being more important). Keep in mind that percent of time does not necessarily indicate how critical the duty is to the position.

II. PRINCIPAL POSITION DUTIES

Things done occasionally may still be critical to the job. Consider those duties which define your job to be the most critical. There may also be more than one duty with the same rating (e.g., 2 tasks ranked 1, 3 tasks ranked 2, etc.).

Critical Levels Rated: Least Important (1) (2) (3) (4) (5) Most Important

Critical Levels Rated: Least Important (1) (2) (3) (4) (5) Most Important

	Principal Position Responsibilities/Duties	Estimated % of Time	Critical Level
	Example: Oversees the processing and verification of invoices, preparation of vouchers, and issuance of checks for payment.	20%	3
1.		%	
2.		%	
3.		%	
4.		%	
5.		%	
6.		%	
7.		%	
8.		%	
9.		%	
10.		%	
		100%	

Which of the above-listed duties were added in the last year? List the numbers (1 through 10) that coordinate with the new duties:

II. PRINCIPAL POSITION DUTIES

Normal scheduled hours worked per week? _____ (Hours)

III. JOB EVALUATION FACTORS

1. Formal Education (Check only one response)

This factor identifies the minimum formal education (diploma/degree/training or combination) required in order for your position to be performed at least satisfactorily. Remember: This is the education level required for the position, not your own level of education.

1. **High School Diploma or GED preferred.**
2. **High School Diploma or GED required.**
3. **Vocational or other technical school, certification, training or apprenticeship required beyond high school.**
4. **Associate's Degree or Two Year College equivalent required. Major(s) required:**
5. **Bachelor's Degree required. Major(s) required:**
6. **Master's Degree required. Major(s) required:**
7. **Knowledge of a highly advanced professional discipline. (e.g., M.D., Ph.D., J.D. or equivalent doctoral degree required.) Major(s) required:**
8. **Licenses, Certifications or Registrations required. List any licenses, certifications or registrations required of the position:**

Personal Note: What level of education do you have? _____

III. JOB EVALUATION FACTORS

2. Work Experience (Check only one response)

This factor evaluates the time normally required for a person with the necessary educational background to develop the required skills and abilities to perform a specific job.

Note: The factors of education and experience should be evaluated independently. However, it is recognized that when recruiting staff, these factors may be used interchangeably (e.g., a candidate may qualify for employment by supplementing a lack of formal education with significant position-related experience).

Please check the minimum amount of prior related work experience required of new staff in filling the position.

<u>Work Experience</u>	
1. 0 to <1 year	5. 5 years to < 7 years
2. 1 year to < 2 years	6. 7 years to < 10 years
3. 2 years to < 3 years	7. More than 10 years
4. 3 years to < 5 years	

How many years have you worked in your present position within Hillsborough County? _____

Is there a specific job within Hillsborough County that an employee should hold before working in this job?

No Yes If yes, please identify the title. _____

Personal Note: How many years have you worked for Hillsborough County? Please specify how much time was on a full-time, part-time, or temporary basis.

III. JOB EVALUATION FACTORS

3. Impact of Actions (Check only one response)

This factor identifies the impact of your position on the functions of Hillsborough County. Impact is measured by the importance of the decisions or final recommendations the position typically renders. Consider the impact of the position when everything is running smoothly, not when unique situations arise or worst case scenarios are presented.

Please check the box which most closely describes the impact of your decisions.

1. Decisions and impact are normally limited to my position.
2. Decisions and impact are limited to decisions and planning within a small work group or project team.
3. Makes recommendations or decisions which usually affect the entire department.
4. Makes recommendations or decisions which usually affect the assigned department, but may at times affect operations, services, individuals, or activities of others outside of the assigned department.
5. Makes decisions and final recommendations which routinely affect the activities of others. Position duties may include responsibility for developing strategic plans.
6. The work involves leadership which routinely affects the County and/or the surrounding community in a demonstrable way.
7. The position has primary responsibility for the long-range future of Hillsborough County and affects operations beyond the scope of Hillsborough County.

III. JOB EVALUATION FACTORS

4. Complexity (Check only one response)

Please check the box which most closely describes the complexity required in your position. Complexity is measured in terms of-

- the nature of the tasks performed and the reliance on policies and procedures;
- the extent of problem solving capabilities necessary;
- the level of analytic and organizational ability required.

1. **Standardized:** Work consists of a few repetitive duties. Tasks are restricted in scope, well-defined and clearly-prescribed; standard procedures guide all work. Problems are solved by reporting them to a supervisor.
2. **Routine:** Work consists of routine tasks, processes, or operations. The incumbent selects and applies several clearlyprescribed, standard policies and procedures requiring little interpretation. Problems are solved by choosing between a few clear choices or discussing them with a supervisor.
3. **Basic:** Work consists of moderately complex procedures and tasks where basic analytic ability is required. Work may involve the comparison of numbers, selection of appropriate guidelines and procedures, or identification of appropriate actions to follow. Answers are usually found by selecting from specific choices defined in work policies or procedures.
4. **Varied:** Work is complex and varied and requires the selection and application of technical and detailed guidelines. Problems are not easy to identify, but are similar to those seen before. Moderate analytic ability is needed to gather and interpret data where results/answers can be found after analysis of several facts. Solutions can often be found by using methods chosen before in other situations.
5. **Analytic:** Work is non-standardized and widely varied requiring the interpretation and application of a substantial variety of procedures, policies, and/or precedents used in combination. Frequently, the application of multiple, technical activities is employed; therefore, analytical ability and inductive thinking are required. Problem solving involves identification and analysis of diverse issues.
6. **Highly Complex:** Work is broad in scope covering one or more complicated areas. Policy, procedure, or precedent are typically created by this position. A high degree of analytic ability and inductive thinking is required to devise new, nonstandard approaches to highly intricate, technically complex problems.
7. **Multifaceted:** Work is broad in scope covering virtually the entire County's operations. Policy, procedure, and precedent are created and/or approved by this position. Problem solving requires understanding and evaluation of the impact on the entire County.

5. Decision Making (Check only one response)

III. JOB EVALUATION FACTORS

Please check the box which most closely describes the decision-making level of your position. Decision-making is measured in terms of-

the opportunity for independent action;

the level of direction and supervision received.

1. Standardized: Little, if any, independent judgement or decision-making is required. The incumbent follows standard procedures in a predefined order for each assignment.
2. Routine: Work may occasionally involve non-standard assignments; however, the methodology is normally prescribed in detail by the immediate supervisor. There is limited opportunity for independent judgement.
3. Basic- Ongoing supervision is provided on a regular basis. Desired results are clearly defined, however, some independent judgement is necessary to select and apply the most appropriate of available procedures.
4. Varied: Supervisor is available on an "as needed" basis to establish general objectives and to identify potential resources for assistance. Independent judgement is required to select and apply the most appropriate of available guidelines and procedures to achieve desired results.
5. Analytic: Supervisor is available to establish broad objectives relative to basic position duties or departmental responsibilities. Independent judgement is required to study previously established, often partially relevant guidelines; plan for various interrelated activities; and coordinate such activities within a work unit or while completing a project.
6. Highly Complex: Supervisor is available to review established departmental and/or County objectives. Independent judgement is required to recommend departmental or County objectives, evaluate new approaches to problem solving, and assess changing facts or conditions.
7. Multifaceted: Supervisor is available on a limited time basis to review broad objectives. Independent judgement is required to review and approve major recommendations, establish procedures, and coordinate technical and administrative recommendations with County-wide policies. Decisions may have a long-term impact on Hillsborough County.

III. JOB EVALUATION FACTORS

6. Communication (Check only one response)

This factor identifies the responsibility for working with or through other persons to obtain results. The contacts or relationships may be inside or outside of Hillsborough County. In measuring this factor, consider: why the contact is necessary, the importance and frequency of the contact(s), the amount of tact and persuasion typically required and whether your position must handle confidential information. Contacts which are not work-related should not be considered.

6a. Internal Contacts

Check the one box below which best describes the extent of contact with other departments (accounting, public relations, etc.), or other staff within Hillsborough County. Consider the importance of such contacts.

1. Little or no contact required except with immediate associates and the supervisor.
2. Requires regular contact within the department (accounting, public relations, etc.) and occasional contacts with other departments (accounting, administrative, etc.), supplying or gathering factual information.
3. Requires regular contact within the department (accounting, public relations, etc.) and with other departments (accounting, public relations, etc.), supplying or gathering factual information.
4. Requires regular contacts to discuss issues of moderate importance and to respond to inquiries. Occasionally requires contact with officials at higher levels on matters requiring cooperation, explanation and persuasion.
5. Requires regular contacts to discuss issues of moderate importance and to respond to inquiries. Also requires continuing contact with officials at higher levels on matters requiring cooperation, explanation and persuasion.
6. Requires regular contacts with internal persons of importance and influence. Involving considerable tact, discretion and persuasion in obtaining the cooperation of others. Requires the handling of delicate relationships and complex situations.
7. Requires developing and maintaining ongoing internal relationships involving difficult, formal negotiations. This calls for a well-developed sense of timing, strategy and may involve detailed explanation and interpretation of policies, rules and regulations. Requires the handling of extremely delicate/sensitive relationships and complex situations.

III. JOB EVALUATION FACTORS

6. Communication

6b. External Contacts

Check the one box below which best describes the extent of contact with individuals outside of Hillsborough County such as suppliers, the general public or other organizations. Consider the importance of such contacts.

1. External communication with others is minimal. Requires ordinary tact and courtesy.
2. Requires occasional contact with outside agencies and the general public, supplying or gathering factual information.
3. Requires regular contacts with outside agencies and the general public, supplying or gathering factual information.
4. Requires regular external contacts to discuss issues of moderate importance and to respond to inquiries. Occasionally requires contacts with the public involving the enforcement of regulations, policies and procedures.
5. Requires regular external contacts to discuss issues of moderate importance and to respond to inquiries. Also requires continuing contacts with the public involving the enforcement of regulations, policies and procedures.
6. Requires regular contacts with external persons of importance and influence. Involving considerable tact, discretion and persuasion in gaining the cooperation of others. Requires the handling of delicate relationships and complex situations.
7. Requires developing and maintaining ongoing external relationships involving difficult formal negotiations. This calls for a well-developed sense of timing, strategy and may involve detailed explanation and interpretation of policies, rules and regulations. Requires the handling of extremely delicate/sensitive relationships and complex situations.

III. JOB EVALUATION FACTORS

7. Managerial Skills (Check only one response)

This factor identifies the responsibility for directing others. Only the formal assignment of responsibility for directing others should be considered (do not include temporary assignments). Informal working relationships or temporary assignments should not be considered for the following questions. Tasks involved include: hiring and terminating, structuring and assigning work, evaluating and disciplining staff.

Please check the statement which most closely represents the position.

1. Involves no responsibility or authority for the direction of others.
2. Has responsibility or authority which is limited to the direction of temporary workers or student workers.
3. Responsible for orienting and training others, and assigning and reviewing their work. May also be responsible for acting in a "lead" or "senior" capacity over other positions performing essentially the same work, or related technical tasks and reporting to a higher level on a formal basis.
4. Responsible for providing limited supervision for one or more functions within a department. Formally plans, assigns, directs, and coordinates the work of these functions. Typically responsible for performing some non-supervisory duties in addition to supervisory responsibilities. May perform staff evaluations and make recommendations regarding pay and/or performance.
5. Responsible for making recommendations within a department in the areas of compensation, staff selection, disciplinary action, complaints, staff performance appraisal, and similar supervisory duties. Plan, assign, and evaluate the work of subordinates for effective operation and results.
6. Responsible for supervising multiple functions with full accountability for effective operation and results.
7. Has overall responsibility for providing direction and guidance.

Please indicate the number of employees regularly reporting to your position including part-time employees (if no one reports to this position, please indicate zero): Number of direct reports: _____ * Number of indirect: _____

III. JOB EVALUATION FACTORS

8. Problem Solving

Check a response below indicating the level of problem solving required in your job. This does not mean the most difficult problems you face, but the typical level you encounter over a 3-to-6 month period.

1. Work tasks are well-defined with clearly stated directions and guidelines. The work steps tend to be the same from day to day and usually cannot be modified. Problems are not solved or judgments made. Problems are solved by reporting them to a supervisor.
2. Work tasks follow the same order and require little interpretation. Problems can be solved by choosing between a few clear choices which are clearly spelled-out through talking with my supervisor.
3. Problems generally involve the selection of standard procedures, organizing work, and checking results. Answers are usually found by selecting from specific choices defined in standard work policies or procedures.
4. Problems are not easy to identify, but are similar to those seen before. Solving them requires judgment such as setting priorities, evaluating results, or coordinating with others. Solutions can often be found by using methods chosen before in similar situations.
5. Problem solving involves identification and analysis of diverse problems; answers are usually found by reviewing standard technical manuals and administrative procedures and modifying them for unusual situations. Guidance is usually provided on what sources to review and solutions are reviewed before acceptance.
6. Problems are complex, varied and only mildly related to those seen before. Simply determining what the problem is requires major individual effort and/or consultation with others within the department. A high degree of analytical ability and inductive thinking may be required to solve highly intricate, technically complex problems. Must be able to develop new and nonstandard approaches.
7. Problem solving requires choice of courses of action, which are limited by broad company policy and requires

III. JOB EVALUATION FACTORS

understanding and evaluation of impact upon the County. The problems may involve exceptional technical difficulty requiring consultation with outside experts. Policy, procedures and precedent are created and/or approved by this position. Solutions affect Countywide policy or operations.

III. JOB EVALUATION FACTORS

9. Planning

This factor explores how far into the future you are generally required to plan your work activities. Indicate the typical time frame for the majority of your planning (do not include one-time special projects).

Daily: Seldom plan beyond the current day.

Current Week: Plan events that are expected to occur within a few working days.

One to Four Weeks: Plan events that are expected to occur from one to four weeks or on a monthly basis.

One to Three Months: Plan events that are expected to occur in the next one to three months or on a quarterly basis.

Four to Twelve Months: Plan events that will occur during the year, and have some effect on the department's annual expenditures, and or revenues.

One to Three Years: Formal plans that exceed one year, but not three years beyond normal operational planning.

Three Years or More: Formal plans that are strategic in nature, and have future impact beyond three years.

Planning Scope

Please choose the level which best portrays the scope of your position's planning activities.

1. Individual (position only)
2. Unit or Small Group
3. Section or Large Group
4. Department or equivalent
5. Team
6. County-wide

Please give an example of the planning required in your job.

IV. ENVIRONMENTAL WORKING CONDITIONS/PHYSICAL EFFORT

A. Environmental Working Conditions

In this section of the questionnaire, provide information about: (a) your working conditions, and (b) the physical effort required. Note: It is important in this section that your response is based on what is necessary in the position under typical conditions. These questions are included because physical effort is an important element in some jobs. However, the degree of detail used in the questionnaire will also help the County respond to the Americans With Disabilities Act. Indicate the level of frequency for each of the following:

How Often: (check the appropriate box)

Occasionally = Up to 20% of the time
Frequently = From 21% to 50% of the time
Constantly = At least 51% of the time

None Occas Freq Const

None Occas Freq Const

Normal office situation

Regular exposure to radiant or electrical energy (e.g., ionizing radiation)

Stockroom or warehouse

Works on slippery or uneven surfaces

High noise environment

Works above or below ground level

High dust, dirt, grease environment

Regular exposure to infectious material/diseases

Requires extensive safety training and/or protective devices

Regular exposure to chemicals, solvents

Regular exposure to explosives

Regular exposure to weather including heat, cold, dampness and/or

IV. ENVIRONMENTAL WORKING CONDITIONS/PHYSICAL EFFORT

Regular exposure to moving machinery and/or vehicles

Works with poor ventilation or with regular exposure to odors

Requires travel, **excluding** overnight stays

humidity

Works in darkness or with poor lighting

Works in water

Requires travel, including overnight stays

B. Physical Effort

Describe the physical demands of the position. Indicate the appropriate level of physical effort for each:

How Often: (check the appropriate box)

Occasionally = Up to 20% of the time
Frequently = From 21% to 50% of the time
Constantly = At least 51% of the time

None Occas Freq Const

Typical sitting at a desk or table

Intermittently sitting, standing, stooping

Typically standing and/or walking

Typically crawling and/or kneeling

None Occas Freq Const

Light lifting or carrying 25lbs. Or less

Moderate lifting or carrying 26-50 lbs.

Heavy lifting or carrying 51 lbs. or more

Climbing ladders or scaffolds

V. COMMENTS

Typically running

Using equipment requiring high dexterity

Typically jumping and/or throwing

Driving and/or operating heavy equipment

Typically smelling and/or tasting

Requires good hearing

Typically pushing and/or pulling

Requires good near or distant vision

Requires repeated **reaching** by extending hand(s) and/or arm(s) in any direction

Requires distinguishing colors and/or depth perception to judge distances

Requires handling by seizing, holding, grasping, or turning hands, but without finger dexterity

Requires feeling to perceive an object(s) size, shape, temperature or texture by means of senses in your skin

Requires balancing to prevent falling or erratic movement

Employee Comments:

Describe any aspects of your position that you feel require additional explanation.

APPENDIX

Employee's Name (please print and sign):

Department Director or Immediate Supervisor's Comments:

Department Director or Immediate Supervisor's Name (please print and sign): _____

Assistant County Administrator (please print and sign): _____

Copy this form for your department and personal records. After Department Director or Immediate Supervisory review, return the original completed questionnaire to the Human Resources Department for shipment to PricewaterhouseCoopers for evaluation.

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SAMPLE ACTION VERBS

Acts	Analyzes	Arranges	Assumes
Administers	Anticipates	Ascertains	Assures
Adopts	Appraises	Assembles	Audits
Advises	Approves	Assists	Authorizes

APPENDIX

Balances	Examines	Performs
Calculates	Executes	Plans
Checks	Exercises	Prepares
Circulates	Expedites	Processes
Cleans	Facilitates	Provides
Clears	Follow-up	Purchases
Collaborates	Formulates	Proposes
Collects	Furnishes	Receives
Compiles	Implements	Recommends
Conducts	Informs	Records
Confers	Initiates	Releases
Consolidates	Inspects	Renders
Consults	Instructs	Reports
Controls	Intensifies	Represents
Cooperates	Interprets	Requires
Coordinates	Interviews	Reviews
Correlates	Inventories	Revises
Delegates	Investigates	Scans
Designs	Issues	Studies
Determines	Maintains	Submits
Develops	Makes	Supervises
Directs	Manages	Surveys
Discusses	Monitors	Trains
Disseminates	Notifies	Transports
Distributes	Observes	Verifies
Drafts	Obtains	
Edits	Operates	
Establishes	Organizes	
Evaluates	Participates	