

Classification Factors

The Classification Factors provide a basis for analyzing a position's duties, responsibilities, and authorities. Classification analysts make comparisons between the position description and job class specifications and apply these factors when allocating positions, designing class specifications, and analyzing and making salary recommendations.

Factors may have multiple components such as "Nature, Variety, & Complexity" that need to be addressed as part of the analysis. Additionally, each factor has multiple bulleted questions that when applied provide the degree to which a particular factor is weighted for analysis purposes.

1. **Nature, Variety, and Complexity:** Relates to the kind, difficulty, and variety of the work assigned.
 - What subject matter, profession, occupation, or function is involved?
 - What kind of knowledge, skill, and abilities are required to perform the work?
 - What knowledge, skills, abilities, and techniques are applied?
 - Is the work varied?
 - Are the various tasks in the same or related subject matter fields?
 - Are the tasks of a recurring type or do they present non-repetitive or unique problems?
 - Are assignments made to the position on the basis of difficulty?
2. **Initiative and Originality:** Relates to the degree of inventiveness, imagination, and ability to innovate or create new approaches or deviations in standard work practices and processes.
 - How much initiative is given the employee in deciding how to accomplish the assignments?
 - How much and what type of review is given to the work?
 - Is the employee required to devise new methods or procedures?
 - Does the employee adapt existing methods to fit the assignment?
 - Does the employee work out solutions to problems for which no existing solution or precedent exists?
 - Does the employee analyze and evaluate the recommendations of others in relation to the above?
3. **Nature of Available Guidelines:** Relates to written guides which control or influence performance of the work.
 - How extensively is the work and decision-making process controlled by written guidelines, manuals, procedures, policies, statutes, rules, policies, and other related guidance?
 - Is the guidance general or specific?
 - How much initiative and deviation is the employee allowed in planning or executing the work?
4. **Purpose and Nature of Person-to-Person Work Relationships:** This factor is concerned with the relations maintained with personnel inside and outside the agency that are not in the position's supervisory chain.
 - What contacts does the employee have with others? Within the agency? Outside the agency?
 - What is the purpose of these contacts?
 - What type of subject matter is dealt with?
 - Is the subject matter simple, complex, broad, narrow, controversial, sensitive, routine, or recurring?

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- What conditions make it easy or difficult to accomplish these contacts?
 - Does the employee have the authority to commit the agency to a course of action and its resources?
5. **Nature and Scope of Recommendations, Decisions, Commitments, and Consequence of Error:** Relates to decision-making authority to the degree of leeway to make final decisions or errors, the likelihood of an error being made by a prudent employee, and the consequences of that error to individuals, operations, or programs.
- What decisions does the employee make which are not reviewed by others?
 - If the employee's decisions are reviewed, what is the type and extent of this review?
 - What types of problems does the employee encounter and how important are they to the goals and objectives of the agency?
 - What is the employee's responsibility for making recommendations or taking actions on the agency's programs and policies?
 - How final are the employee's decisions and recommendations in relation to the functions of the agency?
 - What would be the consequence of errors or inadequacies in these recommendations and decisions?
6. **Nature of Supervision Received:** Relates to the nature and extent of deliberate, planned supervisory controls exercised over the incumbent of the position which limits the scope of the work, the independence with which it is performed, and the nature and finality of decisions.
- From whom does the employee receive instructions?
 - What type of instructions are they and are they general or detailed?
 - Is the supervision provided technical or functional?
 - Is the work reviewed during the process or upon completion?
 - Is the work given a technical review (substantive, content) or it is reviewed only for compliance with administrative matters (signatory)?
7. **Nature and Extent of Supervision Exercised Over Work of Other Employees:** Relates to the level and kinds of supervisory responsibilities as represented by such matters as setting policies, establishing objectives, planning, organizing, and establishing workflow, making assignments, and reviewing work.
- What is the extent of the employee's authority to formulate policies and the scope of those policies?
 - What is the responsibility for control over the objectives and purpose of the work supervised and the form and quality of the end product?
 - Does the employee plan for an entire organization or plan specific techniques for given tasks?
 - What is the employee's responsibility for organizing the work, workflow, and methods of operation? Does the employee determine work methods or ensure that approved methods are carried out?
 - What latitude does the employee have in making work assignments?
 - What type of review does the employee make of the work of others—detailed, general, technical, policy, or administrative?
 - What is the extent of the employee's responsibility in selecting, promoting, transferring, evaluating, disciplining employee, and settling grievances?

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- What general administrative responsibilities does the employee have (procurement, budget, financial management, human resources management, legislative, etc.)?
 - What is the number and class level of subordinates supervised? What is the complexity of the organization supervised?
8. **Qualifications Required:** The knowledge, skills, abilities, and other job-related qualifications. The qualifications required should be reflected in the duties and the other factors.
- What knowledge is required for success in the position?
 - What knowledge is required upon entry to the job?
 - Which knowledge can be gained during the probationary period?
 - What skills are required upon entry to the job?
 - What skills can be gained during the probationary period?
 - What abilities are required upon entry to the job?
 - What abilities can be gained during the probationary period?
9. **Work Environment:** The factor relates to the physical surroundings in which the employee works as well as any special safety regulations or precautions that the employee must observe to avoid mishaps or discomfort. This does not include normal everyday safety precautions, such as use of safe work practices in an office or observance of fire regulations and traffic signals. This factor relates to the application of the knowledge, skills, and abilities mentioned in Factor 1.
- What is the work environment of the position?
 - What are the special regulations, precautions, or unique physical surroundings and how do they affect the position?
 - How do work environment factors affect the position's application of the knowledge and skill required of the position?
 - What are the risks and discomforts caused by physical surroundings and the safety precautions necessary to avoid accidents or discomfort?