



MARYLAND JUDICIARY

2014 Compensation & Classification Study

JOB CLASSIFICATION QUESTIONNAIRE FOR MANAGERS

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Your Name:	
Your Job Title:	
Your Court/Office Type	Select One
Department:	
Division/Unit within Dept:	
Job Title Being Evaluated	

Introduction

This questionnaire asks you to rate each job classification title within your organization based on a standardized set of Compensation Factors.

The Compensable Factors – listed below – measure the job’s requirements, responsibilities, and skill levels. The ratings will be used to refine the job structure and to align classifications internal pay equity.

- Formal Education (minimum requirements)
- Experience (minimum requirements)
- Management & Supervision
- Interpersonal/Communication Skills
- Freedom to Act and Impact of Action
- Technical Skill
- Fiscal Responsibility
- Working Conditions

For each compensable factor, select the one level that best describes what is required by the job or is descriptive of the job that you are rating. In deciding which level is most appropriate, consideration is given to what the job is or requires most of the time and under normal circumstances. Assume the job is being done well and performed in a competent manner.

Keep in mind that all jobs require each of these factors to some degree. The definitions given for the levels are to be considered as guideposts, not as absolutes.

Please complete one questionnaire for each job title in your organizational unit.

Save each file as “**MQ-[Job Title being evaluated-Your Last Name].doc**”. For example, if your name is Susan Smith and the job title you are evaluating is Courtroom Clerk, save the file as **MQ-Courtroom Clerk.Smith.docx**.

Email completed questionnaires to ocsa-hris@mdcourts.gov no later than **Tuesday September 30, 2014**.

Formal Education

This factor measures the minimum formalized training or education that is required for *entry* into the position. *Select the one level that best describes what is required by the job's duties and responsibilities.*

FORMAL EDUCATION – Minimum for Entry	
1 <input type="checkbox"/>	Work requires the ability to read and understand written instructions, to understand simple processes and the routine operation of machines. Level of knowledge is equivalent to <u>less than high school</u> or equivalency.
2 <input type="checkbox"/>	Work requires knowledge necessary to understand basic operational, technical, or office processes. Level of knowledge equivalent to <u>four years of high school</u> or equivalency.
3 <input type="checkbox"/>	Work requires knowledge of a specific vocational, administrative, or technical nature that may be obtained with six-months/one year of advanced study or training past the high school equivalency. Community college, vocational, business, technical or correspondence schools are likely sources. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
4 <input type="checkbox"/>	Work requires knowledge of a specific vocational, administrative, or technical nature which may be obtained with a two year associate's degree, diploma or equivalent from a college, technical, business, vocational, or correspondence school. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
5 <input type="checkbox"/>	Work requires broad knowledge in a general professional or technical field. Knowledge is normally acquired through <u>four years of college</u> resulting in a Bachelor's degree or equivalent.
6 <input type="checkbox"/>	Work requires specialized knowledge in a professional or technical field. Work requires professional level of knowledge of a discipline equivalent to that which is acquired in a <u>Masters degree-level</u> of study or appropriate certification, Professional Engineer, Law Degree, Certified Public Accountant.

Note: This factor measures minimum requirements, not preferences.

Work Experience

This factor measures the minimum level of work experience required for *entry* into the position, given the minimum education selected in the prior question. *Select the one level that best describes what is required by the job.*

WORK EXPERIENCE – Minimum for Entry	
1	<input type="checkbox"/> No experience required
2	<input type="checkbox"/> Under and including one year (≤ 1 year)
3	<input type="checkbox"/> Over one year up to and including three years ($1 \leq 3$ years)
4	<input type="checkbox"/> Over three years up to and including five years ($3 \leq 5$ years)
5	<input type="checkbox"/> Over five years up to and including seven years ($5 \leq 7$ years)
6	<input type="checkbox"/> Over seven years up to and including nine years ($7 \leq 9$ years)
7	<input type="checkbox"/> Over nine years of experience

Note: This factor measures minimum requirements, not preferences.

Management & Supervision

This factor measures the supervisory or managerial role of the job.

Nature of Supervision <i>Check the <u>one box</u> that best describes the job.</i>		Degree of Complexity of Work Performed by Those Being Supervised	
		Semi-complex ¹	Complex ²
1	Job has no responsibility for the direction or supervision of others.	<input type="checkbox"/>	n/a
2	Work requires the occasional direction of helpers, assistants, seasonal employees, interns, or temporary employees.	<input type="checkbox"/>	<input type="checkbox"/>
3	Work requires functioning as a lead worker performing essentially the same work as those directed, and includes overseeing work quality, training, instructing, and scheduling work.	<input type="checkbox"/>	<input type="checkbox"/>
4	Work requires supervising and monitoring performance for a regular group of employees or department including providing input on hiring/disciplinary actions and work objectives/ effectiveness, performance evaluations, and realigning work as needed. A first line supervisor typically performs these functions.	<input type="checkbox"/>	<input type="checkbox"/>
5	Work requires managing and monitoring work performance of a division including evaluating program/work objectives and effectiveness, establishing broad organizational goals and realigning work and staffing assignments for the department.	<input type="checkbox"/>	<input type="checkbox"/>

If this position serves as a lead for **OR** has direct supervisory responsibility, list job titles and number of positions that this classification typically has responsibility over.

Type of Positions	Job Titles	Typical # of Positions
Regular Full-Time Exempt		
Regular Full-Time Non-Exempt		
Regular Part-Time		
Part-time, Seasonal or Temporary		

¹ The jobs or tasks of the group are in a somewhat technical or advanced activity where work methods are fairly well-established.

² The jobs or tasks of the group are typically in an advanced field of activity where work methods follow only generally standardized processes.

Interpersonal/Communication Skills

This factor measures the job requirements of personal interaction with others outside direct reporting relationships as well as the impact the job has on organizational, departmental or unit objectives, the output of services, or employee or customer satisfaction. Interaction may include:

- The general public
- Volunteers
- Other divisions within the organization and its branches including boards and commissions
- Other governmental organizations or officials
- Vendors, contractors, suppliers of products/services

Level of Interpersonal/Communication Skills <i>Check the <u>one box</u> that best describes the job.</i>		Likely Impact on the Organization	
		Moderate	High
1	Work requires regular interaction involving exchange and receipt of information.	<input type="checkbox"/>	<input type="checkbox"/>
2	Work may require providing advice to others outside direct reporting relationships on specific problems or general policies. Contacts may require the consideration of different points of view to reach agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.	<input type="checkbox"/>	<input type="checkbox"/>
3	Interactions may result in decisions regarding implementation of policies. Contact may involve support of controversial positions or the negotiation of sensitive issues or important presentations. Contacts may involve stressful, negative interactions with the public requiring high levels of tact and the ability to respond to aggressive interpersonal interactions.	<input type="checkbox"/>	<input type="checkbox"/>
4	Interactions and communications may result in recommendations regarding policy development and implementation. May also evaluate customer satisfaction, develop cooperative associations, and utilize resources to continuously improve customer satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>
5	Communications and discussions may result in decisions regarding policy development and implementation. Interaction with others outside the organization requires exercising participative management skills that support team efforts and quality processes.	<input type="checkbox"/>	<input type="checkbox"/>

Examples of Contacts/Interactions with others outside of direct reporting relationships:

External Contacts:	
Internal Contacts:	

Freedom to Act and Impact of Action

This two-dimensional factor considers:

- a) The extent the job incumbent is free to act in the absence of supervision or standard operating policies or procedures; and
- b) The degree to which achieving or mishandling of the situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

Conditions or limitations on independence may include:

- Supervisory control
- The nature of the work
- Established procedures or lack thereof
- Legal constraints

Freedom to Act <i>Check the <u>one box</u> that best describes the job.</i>		Impact of Action	
		Moderate ¹	Significant ²
1	Receives Immediate Direction The employee normally performs the duty assignment after receiving detailed instructions as to methods, procedures, and desired end results with little room for deviation. The immediate supervisor may, at times, provide close and constant review.	<input type="checkbox"/>	<input type="checkbox"/>
2	Receives Direction The employee normally performs the duty assignment after receiving general instructions as to methods, procedures, and desired end results. There is some opportunity for discretion when making selections among a few, easily identifiable choices. The assignment is usually reviewed upon completion.	<input type="checkbox"/>	<input type="checkbox"/>
3	Receives General Direction The employee normally performs the job by following established standard operating procedures and/or policies. There is a choice of the appropriate procedure or policy to apply to duties. Performance reviewed periodically.	<input type="checkbox"/>	<input type="checkbox"/>
4	Receives Limited Direction The employee normally performs the duty assignment according to his or her own judgment, requesting supervisory assistance only when necessary. Special projects are managed with little oversight and assignments may be reviewed upon completion. Performance reviewed periodically.	<input type="checkbox"/>	<input type="checkbox"/>
5	Receives Administrative Direction The employee normally performs the duty assignments within broad parameters defined by general organizational requirements and accepted practices. End results determine effectiveness of job performance.	<input type="checkbox"/>	<input type="checkbox"/>

¹ Moderate benefits or costs in time, money, or public/employee relations.

² Considerable benefits or costs in time, money or public/employee relations.

Examples of Decision Making Responsibilities

Examples of Decisions made by employees in this classification:
Examples of Decisions that employees in this classification would refer to the Supervisor or Manager

Technical Skill

This factor measures the technical job difficulty in terms of the application of the technical skill required by the job. It measures job requirements of complex factors, legislative issues, analysis, and problem solving. The work is performed using technical skills learned either on the job or in an educational setting.

Select the one level that best describes the job's required skill level and application of those skills.

Level of Technical Skill Requirements		Application of Skill		
		Standard ¹	Advanced ²	Comprehensive ³
1	Standardized Skill Requirements: Work requires the use of standard technical skills appropriate to the work environment of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Skilled in a Technical Field: Work requires a comprehensive, practical knowledge of a technical field with use of analytical judgment and decision-making abilities appropriate to the work environment of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Advanced Skills and Knowledge: Work requires advanced skills and knowledge in approaches and systems, which affect the design and implementation of major programs and/or processes organization-wide. Independent judgment and decision-making abilities are necessary to apply technical skills effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note: This factor measures minimum requirements, not preferences.

¹ Work product primarily affects unit processes

² Affects accuracy of multiple projects

³ Consequences of work affect large groups as well as the customer-base at large

Fiscal Responsibility

This factor measures the accountability and participation, if any, as it relates to the fiscal accountability for one’s department or assigned area(s) of responsibility.

Check the one box that best describes the job’s fiscal responsibilities.

FISCAL RESPONSIBILITY	
1	<input type="checkbox"/> Position has no fiscal responsibility .
2	<input type="checkbox"/> Position has limited fiscal responsibility . May assist in the collection of data in support of recommendations for departmental budget allocations. May monitor division or program/project level budget and expenditures.
3	<input type="checkbox"/> Position has moderate fiscal responsibility . May be responsible for the billing, collection and/or accounting of funds. May be responsible for the handling and balancing of cash.
4	<input type="checkbox"/> Position has major fiscal responsibility . Is responsible for department-wide financial decisions. Assures that appropriate linkages exist between budget requests and departmental goals and objectives. Monitors budget plan, and adjusts as necessary.
5	<input type="checkbox"/> Position has agency-wide fiscal responsibility . Assures that appropriate linkages exist between agency-wide budget, funding limitations and services levels, to meet specific departmental and organizational goals. Monitors progress toward fiscal objectives and adjusts plans as necessary to reach them. Prepares financial statements and budget reports.

Working Conditions

This factor measures the surroundings or physical conditions under which the work must be performed, to the extent to which they make the position disagreeable. Where working conditions vary with specified work assignments the degree selected must represent the average of all the conditions encountered.

Select the one box that best describes the job's work environment and physical effort requirements.

Work Environment		Physical Effort		
		Little Physical effort is required.	Occasional Physical effort is required.	Frequent Physical effort is required.
1	Good: Relatively free from unpleasant environmental conditions or hazards. Office environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Satisfactory: Occasional exposure to unpleasant environmental conditions and/or hazards. Occasional outside work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Disagreeable: Frequent exposure to unpleasant environmental conditions and/or hazards. Majority of work performed outside or with exposure to risk.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

Use the space below for any additional comments about the job title.

Comments (if you have any)

Instructions

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