

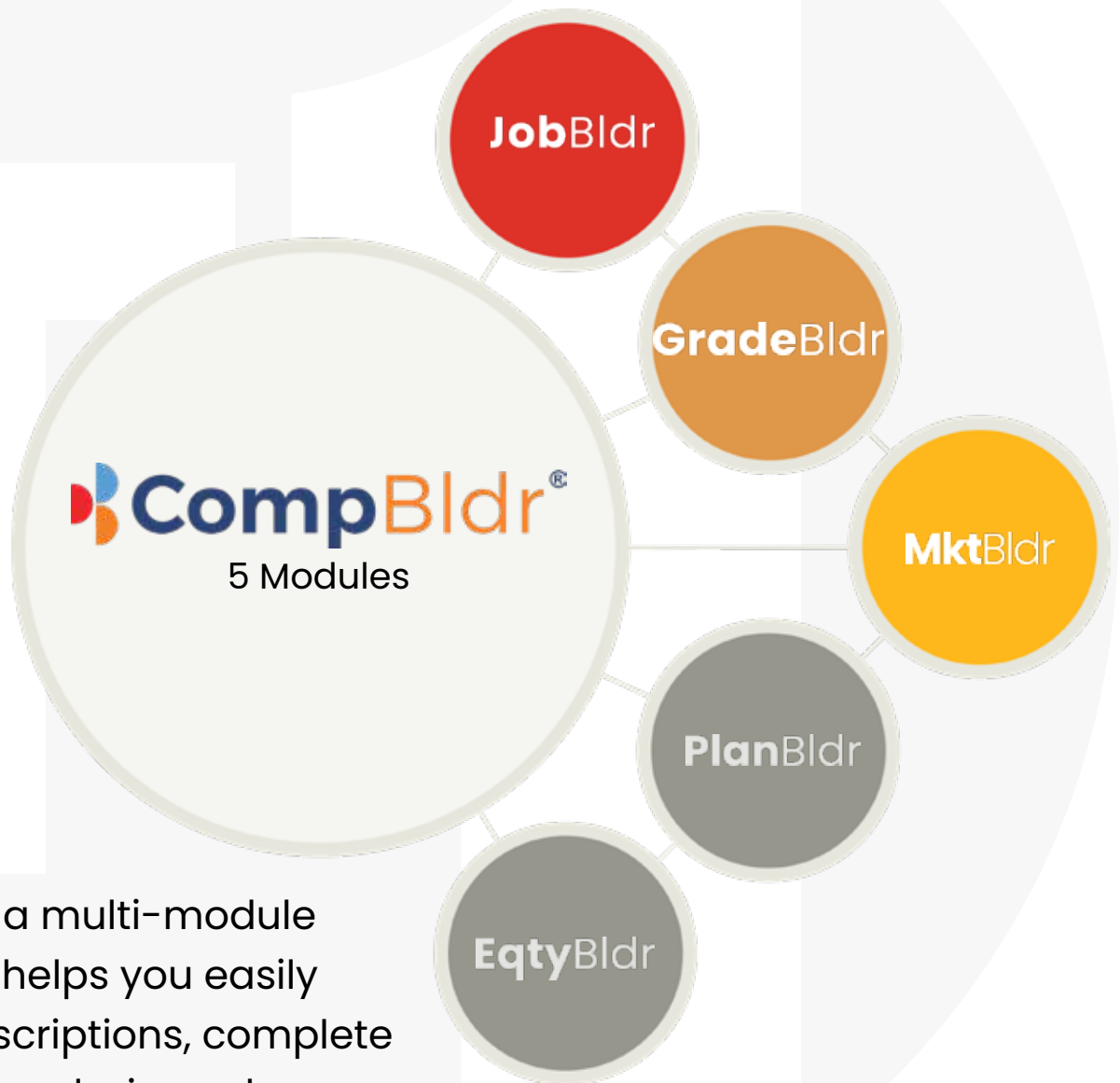
**GradeBldr™**  
and the **JESAP™**  
**Methodology**



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# Contents

<b>Introduction</b>	4
<b>The 15 Compensable Factors in Job Valuing</b>	5
<b>GradeBldr™ and the JESAP™ Methodology</b>	6
<b>Knowledge &amp; Skills</b>	
1. Experience – General	7
2. Experience – Management	8
3. Education	9
4. Initiative & Ingenuity	10
5. Mental Demand	13
6. Analytical Ability & Problem Solving	14
<b>Responsibilities</b>	
7. Responsibilities for Work of Others	15
8. Responsibilities for Funds, Equipment, Property	17
9. Responsibilities for Accuracy	19
10. Accountabilities & End Results	20
<b>Contacts   Human Relations</b>	
11. Contacts with Public	22
12. Contacts with Employees	23
<b>Efforts</b>	
13. Machine & Computer Operations	24
14. Working Conditions – Hazards	25
15. Physical Demands	26
<b>Trainery™</b>	27

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## Introduction

**CompBldr® is a comprehensive Compensation Management software that makes your job easier with tools that automate essential functions, provide comparative analysis, and deliver the insights you need to get pay right.**

CompBldr® is built on a sophisticated, objective job valuing system to rate *positions* within your organization. **This 15-factor system is the engine for the GradeBldr™ module.** The fifteen factors use a top-down approach to rate positions. This is considerably different than rating the *performance* of individual employees, which is a bottom-up approach.

The top-down approach to compensation management allows organizations to define the requirements for each *position objectively*—with all personalities and individual adjustments removed. Once the positions have been rated, formal compensation programs can be developed or modified as needed to eliminate internal inequities, and improve external competitiveness in the talent market.

The intelligent design of CompBldr® modules, including GradeBldr™, eliminates the problems associated with older or subjective rating systems that rely heavily on use of a one-dimensional axis of job titles which often result in inequitable job function comparisons and compensation. CompBldr® uses a two-dimensional approach, combining ratings of individual positions along with market-based comparisons to provide a more precise and accurate method for determining appropriate employee compensation.

For example, the Vice President of Sales at a large multinational corporation will be compensated much differently than a Vice President at a local organization with ten employees due to the differences in scope and magnitude of responsibility. Matching based solely on job titles is a flawed approach. The CompBldr® system considers and quantifies the differences in roles and responsibilities by evaluating the various requirements for a *particular position in a particular organization* as opposed to simply comparing titles alone.

**CompBldr® allows you to easily implement a point factor system that makes your compensation structure fair, transparent, defensible, and competitive.**

# The 15 Compensable Factors Used in Job Valuation

GradeBldr™ uses the Job Evaluation and Salary Administration Program (JESAP™) based on factors that have long been recognized by compensation professionals as a proven approach to assess a job. The intuitive technology design allows you to easily implement the point factor system and ensures objectivity in pay structures.

Fifteen compensable factors are used for job valuation within the CompBldr® system. The factors include the requirements, responsibilities, efforts, and conditions relating to a job. Each unique factor is assigned a point rating. The point total represents the value, or comparable worth, of a job. These values are compared to other jobs within the organization, resulting in a grading structure.

Category	Factors
<b>Knowledge and Skill Requirements</b>	<ol style="list-style-type: none"> <li>1. Experience – General</li> <li>2. Experience – Management</li> <li>3. Education</li> <li>4. Initiative and Ingenuity</li> <li>5. Mental Demand</li> <li>6. Analytical Ability and Problem Solving</li> </ol>
<b>Responsibilities</b>	<ol style="list-style-type: none"> <li>7. Responsibilities for Work of Others – Supervision</li> <li>8. Responsibilities for Funds, Equipment, Property, etc.</li> <li>9. Responsibilities for Accuracy</li> <li>10. Accountabilities and End Results</li> </ol>
<b>Contacts/Human Relations</b>	<ol style="list-style-type: none"> <li>11. Contacts with Public</li> <li>12. Contacts with Employees</li> </ol>
<b>Efforts</b>	<ol style="list-style-type: none"> <li>13. Machine &amp; Computer Operations</li> <li>14. Working Conditions/Hazards</li> <li>15. Physical Demands</li> </ol>

# GradeBldr and the JESAP™ Methodology

GradeBldr™ is based on JESAP™ methodology, a proprietary technology that utilizes internal job valuing and pay comparisons to develop and maintain pay programs that provide **equitable compensation and decision-making based on the employee’s position and contribution to organizational objectives.**

Effective for nonprofit, public and private business sectors, the methodology provides HR and compensation executives with the ability to administer employee pay range, grades, and pay increases in a fiscally sound, cost-effective manner with improved transparency and reliability.

## Applying the System

GradeBldr™ uses a time-proven classification process evaluating 15 factors and a weighted job valuing system. A weighted Job Value, Value Range, and assigned Pay Grade is demonstrated on the chart to the right. A compensation plan and pay philosophy establishes the amount that an organization is willing to pay for a position.

## Job Value Score & Pay Grade

Position Title	No. Employees	Job Value	Job Value Range	Mid-Point Range	Pay Grade
Director	1	2149	2101-2200	2150	9
Operations Manager	1	1479	1401-1500	1450	7
HR Manager	1	1157	1101-1200	1150	7
Systems Administrator	1	968	901-1000	950	6
Marketing Coordinator	1	690	651-700	675	5

## Example of Job Valuing Summary

Position Title/Classification	Factor 1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Value
Sheriff Chief Deputy	13	12	5	9	7	8	9	10	6	12	6	6	6	3	5	2402
Road Dept Superintendent	12	10	4	9	7	8	9	8	7	12	7	6	6	6	5	2203
County Judge - Controller	11	10	6	9	8	8	2	10	7	12	5	7	6	3	2	2044
Sheriff - Lieutenant Detention	11	10	5	8	7	8	7	6	6	11	6	6	6	8	5	2014
OEM911 Director	11	8	6	8	7	8	6	7	7	12	7	7	6	7	5	2011
Sheriff - Lieutenant Administrative	11	10	5	8	7	7	8	10	6	19	5	6	6	2	1	1922
County Judge Administrator/HR Director	11	8	5	8	7	8	8	6	6	11	7	7	6	3	2	1910
Road Dept Assistant Superintendent	10	9	4	8	7	7	9	7	5	11	6	6	6	6	5	1870
Sheriff - Lieutenant - CID	12	11	5	8	7	7	5	5	5	10	7	6	6	7	5	1868
Sheriff - Lieutenant - patrol	12	11	5	8	6	7	5	5	5	10	7	6	6	7	5	1868
Sheriff - Lieutenant - Special Projects	12	11	5	8	7	7	2	4	6	10	6	6	6	3	5	1701
Building Maintenance Superintendent	10	8	4	8	6	8	5	9	5	10	6	6	6	5	2	1687
County Clerk Finance Administrative Manage	9	8	4	8	7	8	4	6	6	11	6	6	6	3	3	1667

**Factor 1:** Experience-General

**Factor 2:** Experience-Management

**Factor 3:** Education

**Factor 4:** Initiative & Integrity

**Factor 5:** Mental Demand

**Factor 6:** Analytical Ability & Problem Solving

**Factor 7:** Responsibilities for Work of Others

**Factor 8:** Responsibilities for Funds, Property, etc.

**Factor 9:** Responsibilities for Accuracy

**Factor 10:** Accountabilities & End Results

**Factor 11:** Contacts with Public

**Factor 12:** Contacts with Employees

**Factor 13:** Machine & Computer Operations

**Factor 14:** Working Conditions & Hazards

**Factor 15:** Physical Demands

FACTOR DESCRIPTION

# 1. Experience – General

**This factor considers the minimum experience range and learning time required to become familiar with the organization’s services, operations, policies, procedures, and practices relating to the requirements of the job.**

The experience is acquired by performing the functions that are an inherent part of the organization’s operations. The experience can be acquired also by having performed work in other businesses associated with the organization’s activities. Experience can be obtained while working for any of several different businesses, for example, clerical, administrative, operations, etcetera. *It is acquired only on the job and not to be confused with mental or specialized knowledge as found in the factors on knowledge and education.*

## Degree of Experience – General

- 0 Not Required
- 1 1 – 6 Months
- 2 7 – 11 Months
- 3 12 – 18 Months
- 4 19 – 23 Months
- 5 2 Years
- 6 3 Years
- 7 4 Years
- 8 5 Years
- 9 6 Years
- 10 7 Years
- 11 8 Years
- 12 9 – 10 Years
- 13 11 – 15 Years
- 14 16 – 20 Years



FACTOR DESCRIPTION

## 2. Experience – Management

**This factor considers the minimum experience range and learning time required to become familiar with the management requirements necessary for the job.**

*Experience is acquired by performing the managerial functions as they relate to the functional responsibility and/or project management. This experience may or may not involve the direct supervision of others. The experience can be acquired also by having performed management level work in other businesses that are associated with the organization’s activities. Management experience can be obtained while working in various positions or different businesses, for example, project manager, compliance officer, safety manager, program manager, etcetera. It is acquired only on the job and is not to be confused with mental or specialized knowledge as found in the factors on education.*

### Degree of Experience – Management

- 0 Not Required
- 1 1 – 6 Months
- 2 7 – 11 Months
- 3 12 – 18 Months
- 4 19 – 23 Months
- 5 2 Years
- 6 3 Years
- 7 4 Years
- 8 5 Years
- 9 6 Years
- 10 7 Years
- 11 8 Years
- 12 9 – 10 Years
- 13 11 – 15 Years
- 14 16 – 20 Years



FACTOR DESCRIPTION

### 3. Education

This factor refers to the preliminary formalized training or self-development acquired through study necessary to prepare an individual for the job. It is not to be interpreted in the narrow sense as meaning that a designated amount of formal education is an absolute necessity; however, the ratings are expressed in terms of equivalent formal education.

#### Degree of Education

- |  |   |
|--|---|
| <p><b>1 Minimum Requirement</b><br/>General educational background without high school completion.</p> <p><b>2 Mental Alertness &amp; Adaptability to Office and Field Area Routines</b><br/>Equivalent to four years of high school with particular emphasis during high school in office skills, shop skills, or others.</p> <p><b>3 High School or GED, Plus Specialized Schooling</b><br/>And/or on the job education in a specific skill area. Examples: data processing, clerical/administrative, equipment operations.</p> <p><b>4 Knowledge of Specialized Field</b><br/>Equivalent of four years in high school, plus night, trade extension, or correspondence school specialized training, equal to two years of college. Examples: basic accounting, computer science.</p> | <p><b>5 Broad Knowledge of Fields</b><br/>Equivalent of four years of college. Field examples: advanced accounting, marketing, business administration, finance.</p> <p><b>6 Technical Degree Required</b><br/>Fifth year technical degree or credential license. Examples: architecture, CPA, engineering.</p> <p><b>7 Graduate Degree</b><br/>Examples: MBA, MA, MS, etc.</p> <p><b>8 Professional Degree</b><br/>Examples: JD, MD, PhD, etc.</p> |
|--|---|

FACTOR DESCRIPTION

## 4. Initiative and Ingenuity

**This factor is a measure of what the job demands in terms of ability to proceed alone and unguided in the performance of assignments, and to make decisions within delegated authority.** It indicates what is required in terms of ability to comprehend an assignment, recognize the application of fundamental principles, plan an approach, and to exercise initiative in using knowledge acquired through training and experience.

Final rating of job classifications on this factor are obtained by combining the individual degree ratings of the three sub-factors: **(a) supervision received, (b) planning, and (c) decision-making.**

### Rating of Initiative and Ingenuity

To arrive at a degree rating for this factor, *combine the ratings of the three sub-factors and apply the total to the scale below.* For example, a classification rated in degree 2 of planning, degree 2 of decision-making, and degree 4 of supervision received, would have a combined total of 8, and would receive an overall rating of four (4) for the overall factor Initiative and Ingenuity.

- 1 Combined total of sub-factors not more than 3
- 2 Combined total of sub-factors equals 4 - 5
- 3 Combined total of sub-factors equals 6 - 7
- 4 Combined total of sub-factors equals 8 - 9
- 5 Combined total of sub-factors equals 10 - 11
- 6 Combined total of sub-factors equals 12 - 13
- 7 Combined total of sub-factors equals 14 - 15
- 8 Combined total of sub-factors equals 16 - 17
- 9 Combined total of sub-factors equals 18 - 19
- 10 Combined total of sub-factors equals 20

FACTOR DESCRIPTION

## 4. Initiative and Ingenuity

### 4a. Supervision Received Degree of Supervision

- 1 Under immediate supervision, with *short assignments* of work at frequent interval with *regular check* of work.
- 2 Under immediate supervision, performs *general assignments* of work, with *periodic check* of performance by supervisor.
- 3 Under *general supervision* where standard practice enables the employee to *proceed alone* on routine work, referring all questionable cases to supervisor.
- 4 Under direction where a definite objective is established, and the employee *plans and arranges* own work, referring only *unusual cases* to supervisor.
- 5 Under general direction, *working from policies and general directives*. *Rarely refers specific cases* to supervisor unless clarification or interpretation of the organization's policy is required.
- 6 Under administrative direction; sets up own standard of performance and/or self-supervising. *Reports to senior management* of the organization.
- 7 Self-directed to achieve organizational goals. *Reports to Board of Directors*.

### 4b. Planning Degree of Planning

- 1 *Limited responsibility* regarding *specific assignments* in planning time, method, manner, and/or sequence of performance of own work operations.
- 2 *Limited responsibility* regarding *general assignments* in planning time, method, manner, and/or sequence of performance of own work operations.
- 3 *Considerable responsibility* regarding *general assignments* in planning time, method, manner, and/or sequence of performance of own work; may also *occasionally* assist in the planning of work assignments performed by others within a limited area of operation.
- 4 *Considerable responsibility* regarding *general assignments* in planning time, method, manner, and/or sequence of performance of own work; in addition, the work operations of a group of employees, all *performing the same type of work*.
- 5 *Considerable responsibility* regarding *general assignments* in planning time, method, manner, and/or sequence of performance of own work; in addition, the organization and delegation of work operations for a *group of employees* engaged in *widely diversified activities*.
- 6 *Considerable responsibility* regarding *general assignments* in planning time, method, manner, and/or sequence of performance of own work; in addition, the organization and delegation of work operations for a *division of employees* engaged in *widely diversified activities*.

FACTOR DESCRIPTION

## 4. Initiative and Ingenuity

### 4c. Decision-Making Degree of Decision-Making

- 1 Performs work operations which permit *infrequent* opportunity for decision-making of *minor importance*, and which would only affect the operating efficiency of the individual involved to a *slight degree*.
- 2 Performs work operations which permit frequent opportunity for decision-making of *minor importance*, and which would not only affect the operating efficiency of the individual involved but would also affect the work operations of *other employees and/or clientele* to a *slight degree*.
- 3 Performs work operations which permit *frequent* opportunity for decision-making of *minor importance*, and *frequent opportunity* for decision-making of *major importance*; the latter of which would affect the work operations of *other employees and/or clientele* to a *moderate degree*.
- 4 Performs work operations which permit *frequent* opportunity for decision-making of *minor importance*, and frequent opportunity for decision-making of *major importance*, either of which would affect the work operations of *small organizational component and the organization's clientele*.
- 5 Performs work operations which permit *frequent* opportunity for decision-making of minor importance, and the frequent opportunity for decision-making of *major importance*, either of which would affect the work operations of *medium organizational component and the organization's clientele*.
- 6 Performs work operations which permit *frequent* opportunity for decision-making of *major importance* which would have considerable effect on the final attainment of *multiple major activities, and the organization's projects of a large organization component and organization's clientele*.
- 7 Performs work operations which permit *frequent* opportunity for decision-making as an organization's *final decisionmaker and authority* which would have considerable effect on the final attainment of *multiple major activities, and the organization's projects of a large organization component and organization's clientele*.

FACTOR DESCRIPTION

## 5. Mental Demand

**Mental Demand is a measure of the degree of concentration and sensory alertness required by the job.** Depending on the intensity, the frequency, and the continuity of concentration and sensory alertness, the following degrees are defined.

### Degree of Mental Demand

#### 1 Slight Mental Demand

Operations requiring little attention and repeated successively at short intervals or non-repetitive, but of such a nature as to require little directed thinking.

#### 2 Light Mental Demand

Operations requiring intermittent directed thinking to conduct predetermined procedure or sequence of operations of limited variability. Operations requiring intermittent attention to control machine or manual motions.

#### 3 Moderate Mental Demand

Operations requiring almost continuous attention, but work is sufficiently repetitive that a habit cycle is formed; operations requiring intermittent directed thinking to determine or select materials, equipment, or operations where the employee may select variable sequences.

#### 4 Close Mental Demand

Operations requiring close and continuous attention for control of operations. Operations requiring intermittent direct thinking to determine or select the most applicable way of handling a situation regarding the organization's administration and operations; to determine or select material and equipment where highly variable sequences are involved.

#### 5 Very Close Mental Demand

Operations requiring close and continuous attention for control of operations which require a high degree of coordination or immediate response. Operations requiring intermittent direct thinking to determine or select the most applicable way of handling a situation regarding the organization's administration and operations: to determine or select material and equipment where highly variable sequences are involved.

#### 6 Intense Mental Demand

Operations requiring sustained directed thinking to analyze, solve, or plan highly variable, administrative, professional, or technical tasks involving complex problems or mechanisms.

#### 7 Highly Intense Mental Demand

Continual involvement with strategic and operational management functions which relate to both the short-term and long-term time periods.

#### 8 Comprehensive & Very Intensive Mental Demand

Comprehensive and continual involvement with multiple divisions, departments, and/or organizations. Strategic and operational management functions which relate to both the short-term and long-term time periods.

FACTOR DESCRIPTION

## 6. Analytical Ability/Problem Solving

The Analytical Ability/Problem Solving factor appraises the opportunity to apply a person’s analytical ability and “self-starting” thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions.

### Degree of Analytical Ability

- |   |  |
|---|--|
| <p><b>1 Strictly Repetitive</b><br/>Repetitive activities or duties using established processes, directions or sequence of steps coupled with immediate supervision. Learns in simple situations.</p> <p><b>2 Repetitive</b><br/>Activities or duties using a pre-determined set of processes or directions coupled with nearby supervision. Learns in situations where choice is simple or patterned.</p> <p><b>3 Moderately Repetitive</b><br/>Activities with slight variation using a definite set of processes or directions with limited degree of supervision. Learns in situations which conform to clearly established patterns and modes.</p> <p><b>4 Moderately Structured</b><br/>Fairly broad activities using moderately structured procedures with only generally guided supervision. Interpolation of learning in varied situations.</p> <p><b>5 Directed</b><br/>Supervisory and/or professional skills using structured practices or policies and directed as to execution and review. Interpolation of learning in moderately varied situations where reasoning and decision-making are essential.</p> | <p><b>6 Moderated Directed</b><br/>Activities covered by wide-ranging policies and courses of action and directed as to execution and review. High order of analytical, interpretive, and/or constructive thinking in varied situations.</p> <p><b>7 Oversight</b><br/>Activities covered by expansive policies and objectives, and oversight as to execution and review. High order of analytical, interpretive, and constructive thinking in varied situations covering multiple areas of the organization.</p> <p><b>8 General Oversight</b><br/>Activities covered by general organizational philosophy and objectives. Solving problems in novel, non-recurring or swiftly changing situations in which the approach is not fully defined. Guidance by top executive officer or business owner.</p> <p><b>9 Minimal Oversight</b><br/>Activities covered by general organizational philosophy and objectives. Solving problems in novel, non-recurring or swiftly changing situations in which the approach is not fully defined. Guidance by organization’s Board of Directors or business owner(s).</p> |
|---|--|



FACTOR DESCRIPTION

## 7. Responsibility for Work of Others – Supervision

This factor appraises the responsibility for the assignment of job duties, training, leadership, guidance, needs of employees, or direction of the effort of others. Direction of the efforts of others may include volunteers, interns, and consultants. Scoring will depend upon the number and classification of people normally supervised or directed, and the scope of complexity of the operations involved in the supervisory responsibility. Job classification which involves no supervision will not be assigned a point value for this factor.

### Degree of Responsibility for Work of Others

- 0 No responsibility for this factor.
- 1 **Supervises a Small Group (1-3) in the same or lower classification.**  
Assigns and checks work; assists and instructs as required but performs same work as those supervised or closely related work most of the time. Content of the work supervised is of a non-technical nature and does not vary in complexity to any great degree.
- 2 **Supervises a Small Group (3-7), usually of lower classifications.**  
Assigns and checks work; assists and instructs as required and performs same work as those supervised, or closely related work, a portion of the time. The content of the work supervised is of a non-technical nature but presents numerous situations to which policies and precedents must be interpreted and applied.
- 3 **Supervises a Moderate Size Group (8-15); smaller if difficult, semi-technical work requiring considerable direction & assistance is involved.**  
Plan, direct and coordinate work, make decisions, and perform personally the more difficult aspects of the same broad assignment.
- 4 **Supervises a Moderate Size Group (8-15)**  
Supervised employees are engaged in important, complex operations, consisting of employees in different classifications who perform a wide variety of duties.
- 5 **Supervises a Large Group (16-25)**  
Supervised employees are engaged in similar activities.
- 6 **Supervisors a Large Group (16-25)**  
Supervised employees are engaged in diversified activities.
- 7 **Supervises an Extra Large Group (25+)**  
Supervised employees are engaged in similar activities in one or more departments.
- 8 **Supervises an Extra Large Group (25+)**  
Supervises employees are engaged in diversified activities in one or more departments.
- 9 **Supervises & Manages Multiple Departments through 3-5 Supervisors**  
Supervises and manages department supervisors who manage 50+ employees who are engaged in diversified activities.
- 10 **Supervises & Manages Multiple Departments through 5-8 Supervisors**  
Supervises & manages departments through 5-8 supervisors who manage 100+ employees who are engaged in diversified activities.



FACTOR DESCRIPTION

## 7. Responsibility for Work of Others – Supervision

### Degree of Responsibility for Work of Others Continued

- 11 Supervises & Manages Multiple Departments through 3–5 Directors/VPs**  
*Supervises & manages 3–5 Directors/VPs who manage 5–10 supervisors/managers who supervise 200+ employees who are engaged in diversified activities.*
- 12 Supervises & Manages Multiple Departments through 5–8 Directors/VPs**  
*Supervises & manages 5–8 Directors/VPs who manage 10–20 supervisors/managers who supervise 300+ employees who are engaged in diversified activities.*
- 13 Providing Leadership, Management & Direction for 5–8 VPs/Senior VPs**
- 14 Providing Leadership, Management & Direction for 5–8 VPs, Executive VPs, and/or Presidents**

FACTOR DESCRIPTION

## 8. Responsibility for Funds, Equipment, Property, Etc.

This factor considers the extent of personal responsibility and accountability for the receipt, storage, issue, or use of the organization’s funds, equipment, supplies, or similar property. Job classifications which involve no responsibility for company property will not be assigned a point value for this factor.

### Degree of Responsibility for Company Property

- 0 No responsibility for this factor.
- 1 *Ordinarily has little if any*, association with funds, supplies, equipment, or other property where there would exist any appreciable opportunity for damage, misappropriation, or other monetary loss.
- 2 *Occasionally responsible* for the organization’s and/or associated organization’s property where carelessness or error would result in only *minor* damage or *minor* monetary loss. *Ordinary care and attention* are required when handling property in order to prevent loss due to requirements of the job.
- 3 *Regularly* responsible for the property where carelessness or error would result in only *minor* damage or *minor* monetary loss. Continuous care and attention are required when handling this property in order to prevent loss due to requirements of the job.
- 4 *Occasionally* responsible for the organization’s property where carelessness, error, or misappropriation would result in *moderate* damage or *moderate* monetary loss to the organization ranging from \$5,000 to \$150,000.
- 5 *Occasionally* responsible for the organization’s property where carelessness, error, or misappropriation would result in *moderate* damage or *moderate* monetary loss to the organization ranging from \$150,000 to \$1,000,000.
- 6 *Regularly* responsible for funds, building premises, inventory, or other property owned, controlled, or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$1,000,000 to \$10,000,000.
- 7 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$10,000,000 to \$25,000,000.
- 8 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$25,000,000 to \$50,000,000.

FACTOR DESCRIPTION

## 8. Responsibility for Funds, Equipment, Property, Etc.

### Degree of Responsibility for Company Property Continued

- 9 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$50,000,000 to \$100,000,000.
- 10 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$100,000,000 to \$250,000,000.
- 11 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$250,000,000 to \$500,000,000.
- 12 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$500,000,000 to \$750,000,000.
- 13 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization ranging from \$750,000,000 to \$1,000,000,000.
- 14 *Regularly* responsible for funds, building premises, inventory, or other property owned or leased by the organization and, in addition, may have temporary custody and responsibility of customer property, which through carelessness, error, loss, theft, misappropriation, or similar action would result in *very important* monetary losses to the organization in excess of \$1,000,000,000.

FACTOR DESCRIPTION

## 9. Responsibility for Accuracy

**The Responsibility for Accuracy factor appraises the *opportunity and the probable effect of errors associated with the job*.** Consider the degree to which the work is verified or checked in succeeding operations through routine verifying procedure or by supervision. Consider the probable monetary loss, and the frequency with which the opportunity for loss presents itself, resulting from errors in accuracy or indecision. *Analysis of this factor should be confined to the consideration of reasonable, normal errors and losses, and should not deal with extreme possibilities.*

### Degree of Responsibility for Accuracy

- 1 Probable errors of *internal scope* readily detected in normal course of work by standard check within a single department. Error resulting from inaccuracy would create *minor* confusion, delay or expense to correct the situation.
- 2 Probable errors of *internal scope* should ordinarily be detected within the *department or office* in which they occur but *may affect the work of others within the unit*, requiring additional expenditure of time to trace errors and make all necessary corrections. Errors would require a *greater amount of time to correct their degree one*.
- 3 Probable errors of *internal and external scope* would have a *moderate* effect on the operational efficiency of the organizational component concerned. Errors might go undetected for a considerable period of time, thereby creating an inaccurate picture of an existing situation. Could cause further errors, losses, or embarrassment to the organization. The possibility for error is always present due requirements of the job.
- 4 Probable errors would not likely be detected until they reached another department, office or patron, and would then require *considerable* time and effort to correct the situation. The error would possibly affect the organization's prestige and relationship with the public to a *limited extent*, but whereas succeeding operations or supervision would *normally preclude* the possibility of a serious situation arising as a result of the error or decision.
- 5 Probable errors would *normally not be detected* in succeeding operations and could affect organization-patron relationship, involve re-work, or additional expenditures to properly resolve the error. The possibility of such errors would *occur quite frequently* in the performance of the job. May also cause inaccuracies or incomplete information that would be used in other segments of the organization as a basis for making subsequent decisions, plans, or actions.
- 6 Probable errors would *normally not be detected* in succeeding operations and may have serious effects in relationships with customers and/or with the operations of other segments of the organization. Frequent possibilities of error always exist and are inherent in the job.
- 7 Probable errors would *normally not be detected* in succeeding operations and would have serious effects on relationships with customers and definitely impact the operations of other segments of the organization. Frequent possibilities of error would always exist and are inherent in the job.

FACTOR DESCRIPTION

## 10. Accountabilities (End Results)

**Accountability is the measured effect of the job on end results as required for an organization. It has three dimensions to determine the level of accountability a job carries.** Final rating of job classifications on this factor will be obtained by *combining* the individual degree rating of the three sub-factors: (a) freedom to act, (b) annual monetary impact, and (c) impact of the job on end results.

### Rating of Accountabilities Factor 10

To arrive at a degree rating for this factor, *combine the ratings of the three sub-factors and apply the total to the scale below.* For example, a classification rated in degree 2 of freedom to act, degree 1 of annual monetary impact, and degree 1 of impact of job on end results would have a combined total of four (4) and would, therefore, receive an overall rating of three (3) for the overall Accountability factor.

- 1 Combined total of sub-factors not more than 2
- 2 Combined total of sub-factors equals 3
- 3 Combined total of sub-factors equals 4
- 4 Combined total of sub-factors equals 5
- 5 Combined total of sub-factors equals 6
- 6 Combined total of sub-factors equals 7
- 7 Combined total of sub-factors equals 8
- 8 Combined total of sub-factors equals 9
- 9 Combined total of sub-factors equals 11 – 12
- 10 Combined total of sub-factors equals 13 – 14
- 11 Combined total of sub-factors equals 15 – 16

### 10a. Freedom to Act

#### Degree of Freedom & Responsibility to carry out the duties of the job.

- 1 Established**  
Specific, detailed processes and instructions with immediate supervision.
- 2 Defined**  
Semi-repetitive prescribed processes and procedures with nearby supervision.
- 3 Standardized**  
Accepted processes covered by well-defined standardized policies and procedures with supervisory review.
- 4 Generally Controlled**  
General processes covered by established policies and standards with supervisory oversight.
- 5 Directed**  
Freedom to complete duties as defined by wide-ranging policies and precedents with mid to upper-level managerial oversight.
- 6 Moderately Directed**  
Freedom to act is given by upper-level management guided by general policies and objectives that are reviewed by top management.
- 7 Oversight**  
High level of freedom to complete the duties of the position and guided by broad policy with oversight by President, elected official, etc.
- 8 Minimum Oversight**  
Highest level of freedom to complete the duties of the job as guided by Board of Directors policy with oversight by the organization's Board.



FACTOR DESCRIPTION

## 10. Accountabilities (End Results)

The **Annual Monetary Impact** factor is the amount of dollars generated based on the job's essential duties and responsibilities.

Examples would include direct dollar generation, departmental budget, proper handling of organization funds, expense control, savings from new techniques, or a reduction in employees.

The **Impact of Job on End Results** factor is the comparison of the job on the end result organizational performance.

### 10b. Annual Monetary Impact Degree of Annual Monetary Impact

- 0 None**  
Job does not create any monetary impact for the organization.
- 1 Very Small**  
Job creates a monetary impact for the organization up to an annual level of \$100,000.
- 2 Small**  
Job creates a monetary impact for the organization from \$100K to \$1MM.
- 3 Medium**  
Job creates a monetary impact for the organization from \$1MM to \$10MM.
- 4 Large**  
Job creates a monetary impact for the organization from \$10MM to \$50MM.
- 5 Very Large**  
Job creates a monetary impact for the organization from \$50MM to \$100MM.
- 6 Enormous**  
Job creates a monetary impact for the organization that exceeds \$100MM.

### 10c. Impact of Job on End Results Degree of Job Impact

- 1 Minimal Impact**  
The job has little or no impact on the organization's end results since it is not focused on decision-making activities or consequential duties.
- 2 Modest Impact**  
The job has some impact on the organization's end results, but still from an indirect level. It provides assistance and support services that facilitate decision-making by others.
- 3 Moderate Impact**  
The job has a definite impact on the organization's end results, actively participating with others in taking action for a department and/or total organization.
- 4 Major Impact**  
The job has a considerable impact on the organization's end results. A high level of accountability to generate, manage, and/or control funds within a department and/or total organization.

## FACTOR DESCRIPTION

## 11. Contacts with Public

**The Contacts with Public factor appraises the responsibility for effective handling of public contacts necessary for full and adequate performance of the job.**

Due consideration should be given as to how the contacts are made, how often, whether contacts involve furnishing or obtaining information, influencing the decisions of others, and the relative importance or position of the persons contacted. Job classifications which involve no public contacts will not be assigned a point value for this factor.

### Degree of Public Contact

- 0 No public contact.
- 1 *Occasional routine contacts* with persons outside the organization. This would include contacts with suppliers, mail service, etcetera.
- 2 *Occasional contacts* with individuals, on routine matters.
- 3 *Frequent contacts* with the general public, individuals, or other outside representatives, wherein the manner of handling these contacts has a bearing on the organization's position and operations.
- 4 *Regular contacts* with individuals, either within the office or in the field. May also involve occasional self-initiated contacts to patrons. Lack of tact and judgment may result in a *limited* type of problem for the organization.
- 5 *Regular contacts* with individuals, where the contacts are initiated by the employee. Involves both furnishing and obtaining information and attempting to influence the decisions of people contacted. Contacts of *considerable importance* and of such nature, that failure to exercise proper judgment may result in important tangible or intangible losses to the organization.
- 6 *Extensive contacts* with various diversified sectors of the public environment; wherein, the contacts are of *major importance* and failure to exercise proper judgment can lead to substantial losses to the organization.
- 7 *Extensive contacts* with various diversified sectors of the public environment; wherein, the contacts are of *extreme importance* and failure to exercise proper judgment can lead to substantial losses to the organization.



## FACTOR DESCRIPTION

## 12. Contacts with Employees

**This factor appraises the responsibility for effective handling of personal contacts with the organization's employees for full and adequate performance of the job.**

Due consideration should be given as to how the contacts are made, how often, the level or levels of persons contacted, whether contacts involve furnishing and obtaining information only, or whether they involve the coordination of work with others.

### Degree of Employee Contact

- 1 Contacts of *little importance* and usually with immediate associates only. Requires only ordinary courtesy to avoid friction in relationship incidental to working with others.
- 2 Contacts *occasionally* with others beyond immediate associates, but generally of a routine nature. May obtain, present or discuss data, but only as pertains to an immediate and specific assignment. No responsibility for obtaining cooperation or approval of action or decision.
- 3 Contacts of *considerable importance* within the department or office, such as those required in coordination of effort, or frequent contacts with other departments or offices, generally in the normal course of performing duties. Requires tact in discussing problems and presenting data and making recommendations, but responsibility for action and decision reverts to others.
- 4 Contacts with other departments or offices and *frequently* with individuals in middle level positions; consulting on problems which necessitate judgment and tact in presentation to obtain cooperation or approval of action to be taken. Important contacts with associates as required in advanced supervisory jobs.
- 5 Contacts with other departments or offices and *frequently* with individuals in middle level positions; consulting on problems which necessitate judgment and tact in presentation to obtain cooperation or approval of action to be taken. Important contacts with associates as required in advanced supervisory jobs, plus frequent contact with senior level internal officials.
- 6 *Continuous* contacts frequently involving difficult negotiations which require a well-developed sense of strategy and timing; includes contacts with senior level internal officials.
- 7 *Establishes Company Culture* by setting tone of interactions and communication with senior executive level internal officials and employees throughout the organization.

FACTOR DESCRIPTION

## 13. Machine – Computer Operations

The Machine – Computer Operations factor refers to the machines, electronics, and equipment utilized by employees in the performance of job responsibilities.

**Non-complex machines/equipment sample:**

Calculators, printers & copiers, automobiles, GPS, etc.

**Complex machines/equipment sample:**

Desktop, laptop, tablet & mobile hardware, software, road equipment, etc.

**Highly complex machines/equipment sample:**

Sector specific production and manufacturing equipment, sophisticated electronic systems or software, etc.

**Computer equipment/operations sample:**

Hardware, system networks, programming, analytics, security, etc.

### Degree of Machine – Computer Operations

- 1 *Occasional use of non-complex machines and equipment.*
- 2 *Regular use of non-complex machines and equipment.*
- 3 *Occasional use of complex machines and equipment.*
- 4 *Regular use of complex machines and equipment.*
- 5 *Occasional use of highly complex machines and equipment; specialized or advanced software program.*
- 6 *Regular use of highly complex machines and equipment; specialized or advanced software programs.*
- 7 *Occasional personal computer support, technical help, and/or, basic software support, database analysis, Level I technician, project coordination, installation, and/or help desk.*
- 8 *Regular personal computer support, technical help, and/or basic software support, database analysis, Level I technician, project coordination, installation, and/or help desk.*
- 9 *Computer software programming, Level II technician support, project management; system analyst and comprehensive computer software support, and/or web site development and connectivity.*
- 10 *Computer senior software programming, debug problem detection, database analyst Level II, network development, and senior project manager.*
- 11 *Network engineering and support, telecom engineering/support and comprehensive management of computer applications/ programming and analysis, tech lead, database analyst Level II, policy lead, staff, development/implementation and/or program manager.*
- 12 *Highest level of network engineering, subject matter experts and telecom engineering, and/or comprehensive information systems management executive for Information Systems or Information Technology operations.*

FACTOR DESCRIPTION

## 14. Working Conditions and Hazards

**This factor refers to the surroundings or physical conditions under which the job must be done and the extent to which they make the job pleasant or unpleasant.** Consider the presence, relative amount of, and continuity to exposure to such conditions.

### Degree of Working Conditions, Hazards

- 1 Normal working conditions as found within an office setting, wherein there is controlled temperature and a low noise level, plus a minimum of distractions.
- 2 Periodically exposed to such elements as noise, intermittent standing, walking, occasionally pushing, carrying, or lifting; but none are present to the extent of being disagreeable.
- 3 Somewhat disagreeable working conditions. Exposed to any number of elements noted in Degree 2, with one or two elements present continuously. Some travel and/or work is at times, in the evening or during the night hours.
- 4 Disagreeable working conditions. Exposed to several of the elements in Degree 2, which are present continuously enough to make the conditions disagreeable. Heavy travel and/or work is in the evening during the night hours.
- 5 Outside working environment; wherein there are disagreeable working conditions part of the time.
- 6 Outside working environment; wherein there are extremely disagreeable working conditions most of the time.
- 7 Outside or inside working environment; wherein potentially hazardous working conditions and life-threatening situations exist (fire, chemicals, electrical sources, heights, dangerous people, etc.) part of the time.
- 8 Outside or inside working environment, wherein potentially hazardous working conditions and life-threatening situations exist (fire, chemicals, electrical sources, heights, dangerous people, etc.) all the time per job duties and responsibilities.

## FACTOR DESCRIPTION

## 15. Physical Demand

The Physical Demand factor is concerned with the repetitive nature of the functions performed in relation to the daily and weekly activities of an employee. Other considerations include the confining nature of a job, and where, physically, the person performs the work functions.

### Degree of Physical Demand

- 1 High Diversity – Low Physical**  
Work activities which allow for a considerable amount of diversity as an individual performs a *variety of tasks*. Such tasks might be performed from a given work area, or the individual may move about physically in performing a variety of duties.
- 2 Moderate Diversity – Low Physical**  
Work activities which allow for a *moderate amount of diversity* in the performance of tasks which are *not as varied* as those positions relating to Degree 1.
- 3 Semi – Repetitive – Low Physical**  
*Semi-repetitive* type work which requires *periods of concentration for varied time cycles* as prescribed by the tasks.
- 4 Highly Repetitive – Low Physical**  
*Highly repetitive* type of work which requires concentration in the performance of tasks for *consistent time cycles* as prescribed by the tasks.
- 5 Moderate Diversity – Moderately Physical**  
Work activities which allow for a *moderate amount of diversity* in the performance of tasks which requires *somewhat diversified physical demands* of the employee.
- 6 Highly Repetitive – Moderately Physical**  
*Highly repetitive* type of work which requires *somewhat diversified physical demands* of the employee.
- 7 Highly Repetitive – Highly Physical**  
*Highly repetitive* type work which requires the *concentrated and non-diversified physical demands* of the employee.

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