

**POINT FACTOR EVALUATION SYSTEM  
CLERICAL/ADMINISTRATIVE CLASSIFICATION SERIES**

**University of California, San Francisco**

**Staff Personnel Services**

November 16, 1992

This system is intended to clarify, expedite and bring consistency to the classification of positions in the Clerical/Administrative classification series by clarifying and quantifying the factors used to classify such positions. The analysis of each position in this series will be based on the six factors of Independence, Complexity, Decision-making/Analytical Skills, Consequence of Error, Knowledge and Skills Required and Public Contacts. These factors are defined within the document as are descriptions of how each factor which will be measured. Points will be assigned for each factor as described in the document. The total score for all six factors will be the primary determinate of the classification level of the position. The range of scores for each level in the series is as follows:

Level I	0 - <10
Level II	10 - <15
Level III	15 - <20
Level IV	20 - <25
Level V	25 - 30

There is a companion piece to this document which is titled, **INTERNAL CAMPUS GUIDELINES FOR ALLOCATION OF POSITIONS TO CLASSES WITHIN THE CLERICAL/ADMINISTRATIVE AND ADMINISTRATIVE ANALYST TITLES**. That document is intended to clarify the class specifications for those titles by more clearly and simply describing the kind and level of work currently found in these titles at UCSF. The descriptions are not inclusive of all work performed in these titles but give a simplified description of the general level of work performed by each title. These descriptions are intended to give the reader a sense of the "essence" of each level.

The purpose of distributing both of these documents to the campus community is to provide all interested parties with a clearer understanding of the Clerical/Administrative Series and the methods Staff Personnel Services uses to classify these positions. Any questions about these documents can be directed to the classification analysts in the Compensation/Classification Division:

## **FACTOR ONE: INDEPENDENCE**

This Factor measures the nature of verbal or written instructions and/or directives received; rules, regulations, procedures and prescribed work practices governing the work; and the extent to which actions and decisions are subject to review.

### **Rating Level 1. (This level worth 1 point)**

Work is performed under close supervision and involves specific instructions or clearly established work procedures. The work is frequently reviewed for accuracy and completeness. Supervision is typically received from a higher level position in this same classification series.

### **Rating Level 2. (This level worth 2 points)**

Routine work is performed under supervision and detailed instructions are given for new or more complex assignments. Routine work is reviewed through spot checking or occasionally as an end product; new or more complex assignments are reviewed as each task is completed. Guidelines, schedules and deadlines are well established and easily available. Supervision is typically received from a higher level position in this same classification series.

### **Rating Level 3. (This level worth 3 points)**

Work is performed under general supervision. Assignments are given in terms of subject area concerned, with specific objectives and possible problems identified. Guidelines may include general university as well as departmental policy and procedure. Supervision may be received from academic or professional level administrative positions.

### **Rating Level 4. (This level worth 4 points)**

Work is subject to review as requested or when problems require evaluation of the application of established policy, otherwise it is reviewed primarily for end results. Work is performed under general guidelines or procedures which include administrative directives in the form of rules, policies and established precedents pertinent to the assignment. Incumbents independently develop own work methods and procedures and may initiate some of their own tasks. Supervision is typically received from an academic or professional level position.

### **Rating Level 5. (This level worth 5 points)**

Work is reviewed primarily for end results or when problems involve new application of policy, require a clear deviation from administrative policy or may affect the professional activities of the unit. Many work activities are self-initiated within the scope of stated objectives. Work is performed under guidelines, policies and procedures that may not be directly applicable to the work situation or are unclear. Supervision is typically received from an academic or professional level position.

## FACTOR TWO: COMPLEXITY

This factor measures the scope and variety of work assigned; the degree to which successful completion of the work requires the application of organizational skills; the knowledge required of other organizational units within or outside of the university; the diversity of deadlines and priorities.

**Rating Level 1. (This level worth 1 point)**

Work is highly repetitive and routine. Tasks are defined in specific steps. The incumbent is required only to know and understand the specific work assigned.

**Rating Level 2. (This level worth 2 points)**

Work is usually routine but may involve more than one function or activity. Work usually involves a series of tasks and requires a moderate amount of organizational skills to accomplish by the established deadlines.

**Rating Level 3. (This level worth 3 points)**

Work is of moderate complexity and usually involves more than one function or activity. Incumbent is expected to establish priorities for assigned tasks, however, conflicting priorities are resolved by the supervisor. Work requires standard office organizational skills to accomplish by the established deadlines. Incumbent is often required to coordinate phases of work with others.

**Rating Level 4. (This level worth 4 points)**

Work is extremely varied and involves responsibility for a complete administrative or technical function, or several dissimilar functions. Incumbent is expected to establish own priorities for work and resolve conflicts. Work requires considerable organizational skill to accomplish. Work may require lead responsibility over positions in the same series.

**Rating Level 5. (This level worth 5 points)**

Work is highly complex, involving responsibility for several dissimilar functions performed by subordinate personnel or for a total technical function for a large organizational unit. Incumbents are responsible for the selection of work methods and procedures and implementation of departmental or project policy and procedure. Work usually involves supervisory responsibility over others.

### **FACTOR THREE: DECISION-MAKING/ANALYTICAL SKILLS**

This factor measures the degree to which judgement and analytical skills must be applied; the difficulty of the problems analyzed; the impact of decisions made in the course of work.

**Rating Level 1. (This level worth 1 point)**

Problems are referred to supervisor or other positions in the unit, however, incumbent is expected to recognize problems when they occur.

**Rating Level 2. (This level worth 2 points)**

Problems solved are routine in nature and restricted to the tasks at hand. Judgement is required to select from among standard office methods.

**Rating Level 3. (This level worth 3 points)**

In limited subject areas judgement is required to determine the applicability of guidelines or policies to specific cases or problems. Some ingenuity and initiative is required to collect information, coordinate activities with others and resolve typical complaints and problems.

**Rating Level 4. (This level worth 4 points)**

Decisions are regularly made to determine whether a request, transaction or action conforms with established guidelines or policies. The incumbent decides when approval of an unusual transaction exceeds assigned authority or would have broad ramifications and bring such incidents to the attention of a supervisor. Decisions frequently involve questions of confidentiality and what information can be disseminated and to whom. Incumbent is required to anticipate problems and develop procedures to prevent them. Incumbents analyze work procedures and make suggestions for improvement.

**Rating Level 5. (This level worth 5 points)**

Incumbents are responsible for decisions involving the interpretation of guidelines, policies and procedures that may not be directly applicable to the work situation or are unclear. Incumbents must decide when problems which arise within their scope of responsibility require attention of a professional and must explain those problems and their impact and suggest possible methods of solution. Analysis and decision-making are also involved in determining work methods and procedures for the clerical/administrative work of the unit or project. Some originality may be required to apply standard administrative guides when resolving unusual administrative problems. Incumbents participate in planning for clerical/administrative needs to meet the overall goals of the organizational unit.

## **FACTOR FOUR: CONSEQUENCE OF ERROR**

This factor measures the severity and scope of the impact of errors made in the course of work.

### **Rating Level 1. (This level worth 1 point)**

There is little or no impact from errors made in the course of work. Errors are easily identified and readily corrected, usually before harm is caused.

### **Rating Level 2. (This level worth 2 points)**

There is little impact from errors made. The results of errors usually impact own work unit only. Errors can easily be detected but not necessarily before harm is caused.

### **Rating Level 3. (This level worth 3 points)**

There is moderate impact from errors made. Errors may not be detected before harm is caused, however, the source of error is usually easily traceable and rectified. Errors can inconvenience a project or unit or create patient or student dissatisfaction. The incumbent may be involved in tracing and correcting errors made, but the error may require resolution by a higher level employee.

### **Rating Level 4. (This level worth 4 points)**

There is significant impact from errors made. The source of error may not be easily traced and consequences are not readily corrected. Problems are apt to be caused by errors in data or policy application and can result in disruption for a research project or unit or may cause an employee to be incorrectly paid, a student to be incorrectly enrolled or some similar level of problem. Incumbent is usually responsible for resolving problems caused by errors and developing systems to avoid errors. Errors can cause embarrassment for the unit.

### **Rating Level 5. (This level worth 5 points)**

There is serious impact from errors made. Errors can cause serious disruption or delays to a research project, significant financial consequences for a unit or unpleasant public relations ramifications. Errors may have repercussions beyond the scope of the immediate project or department and could result in additional oversight by outside agencies. Errors by incumbents with lead or supervisory responsibility may cause labor relations problems.

## **FACTOR FIVE: KNOWLEDGE AND SKILLS REQUIRED**

This factor measures the extent to which specialized or broad knowledge is required to perform the work; knowledge of organizational and University policy and procedure required; knowledge of clerical and administrative procedures and practices; specialized skills required.

### **Rating Level 1. (This level worth 1 point)**

Requires basic knowledge of English usage and arithmetic. Ability to operate simple office machines (e.g., photocopier, fax, multi-line telephones); basic typing with a simple format and no speed requirement; may perform data entry tasks under close supervision.

### **Rating Level 2. (This level worth 2 points)**

Requires a working knowledge of standard office and administrative procedures and methods. Basic data entry and word processing skills may be required. Familiarity with directly applicable departmental policy or procedure is required.

### **Rating level 3. (This level worth 3 points)**

Requires knowledge of office procedures and knowledge of applicable University policy and procedure. May require a significant nonstandard skill or knowledge such as unusual terms or symbols in a scientific or medical field. Journey-level word processing/computer skills are frequently required (e.g., prepares manuscripts in publisher's format; types statistical and scientific reports; enters data on spreadsheets.) Basic knowledge of account record-keeping and account reconciliation practices may be required. Ability to apply basic medical billing practices, rules and regulations are required of many positions. Requires the ability to draft simple business correspondence.

### **Rating level 4. (This level worth 4 points)**

Requires thorough knowledge of applicable University administrative policy and procedure and program objectives; may require limited technical knowledge of professional field where the exercise of judgement in this area is limited to the application of policy and review of transactions. May operate complex software packages or may develop formulas for more sophisticated spreadsheets. May require sufficient knowledge to diagnose and repair simple software or hardware problems or to recommend purchase of specialized office equipment. Knowledge of account record-keeping and account reconciliation practices may be required. Requires correspondence writing skills.

### **Rating Level 5. (This level worth 5 points)**

Requires knowledge of the technical aspects of a professional field when such knowledge is used to process or approve transactions and interpret and advise on policy or practices in these areas. May require knowledge of applicable system-wide administrative policy and procedure or of outside organizations or agencies in addition to thorough knowledge of applicable University administrative policy and procedure and program mission and objectives. May require specialized knowledge of software and hardware problem diagnosis and repair and of computer equipment capabilities. May require knowledge of accounting principles and practices. Requires report conceptualization and writing skills.

## **FACTOR SIX: PUBLIC CONTACTS**

This factor measures the nature and purpose of interaction with others. The extent to which performance of work requires the coordination with or persuasion of others. The variety and level of public contacts.

**Rating Level 1. (This level worth 1 point)**

Contacts are with other employees of the immediate work unit for factual exchange of information.

**Rating Level 2. (This level worth 2 points)**

Contacts may be with the general public to provide basic information or refer to the appropriate personnel. Contacts with other employees are generally limited to the department and involve an exchange of information.

**Rating Level 3. (This level worth 3 points)**

Contacts with the public are to make appointments, provide information, solicit straightforward information, coordinate patient needs with other units, and reassure patients and family members as necessary. Contacts with other employees are to solicit and convey information, define or clarify problems or coordinate activities. Contacts may be with higher level professional and academic staff.

**Rating Level 4. (This level worth 4 points)**

Contacts with the public involve conveying complex information to those in emotionally stressful situations. Internal contacts may be at various levels within the University with occasional interface with external agencies or institutions. Contacts may involve attempts to influence individuals to accept policy, procedures or decisions affecting them, but such sessions take place under guidelines and supervision is readily available to resolve the most difficult cases.

**Rating Level 5. (This level worth 5 points)**

Contacts with the public frequently involve listening to problems and suggesting solutions within available policy constraints. Alternatively, incumbents have frequent interface with the highest level of management and external agencies (e.g., funding, regulatory and other universities) for the purpose of acquiring and conveying detailed information.