

NJ
10
C582
1987



STATE OF
NEW JERSEY

THE TASK FORCE

ON EQUITABLE

COMPENSATION

FINAL REPORT

November 30, 1987

ATTORNEY GENERAL'S LIBRARY

APR 25 1988

New Jersey State Library



STATE OF NEW JERSEY

TASK FORCE ON EQUITABLE COMPENSATION

Thomas H. Kean
Governor

Eugene J. McCaffrey, Sr.
Chairperson

Barbara L. Fields
Executive Director

DATE: November 30, 1987

BY POSITION

Morris C. Ianni
Director
Division of Classification
and Compensation

Frank A. Mason
Director
Office of Employee Relations

Eugene J. McCaffrey, Sr.,
Commissioner
Department of Personnel

Pamela S. Poff
Director
Division on Civil Rights

Alfred A. Slocum
Public Advocate

Charles Serraino
Commissioner
Department of Labor

Mary Singletary
Director
Division on Women

SENATE

Donald T. DiFrancesco
Wynona M. Lipman

ASSEMBLY

Joann H. Smith
John S. Watson

UNIONS

Kathleen King (CWA)
Robert Angelo (AFSCME)

PUBLIC MEMBERS

Frank Bolden, Esq.
Roberta Francis
Anna Lustenberg
Lawrence W. Muth
Russell E. Paul, Esq.
Angela Pulvino
Irene Smith

TO: The Honorable Thomas H. Kean, Governor
The Honorable John F. Russo, President of
the Senate, and Members of the Senate
The Honorable Charles L. Hardwick, Speaker
of the General Assembly, and Members
of the Assembly
Members of the Merit Review Board

FROM: Eugene J. McCaffrey, Sr. Chair
New Jersey Task Force on Equitable
Compensation

SUBJECT: Final Report of the Task Force on
Equitable Compensation

In accordance with P.L. 1984, c.166, the
Task Force on Equitable Compensation respectfully
submits its Final Report. This report and the
recommendations contained therein have been adopted
by the Task Force.

NEW JERSEY TASK FORCE ON EQUITABLE COMPENSATION

Eugene J. McCaffrey, Sr.
Chair

Barbara L. Fields
Executive Director

Robert Angelo
Frank Bolden
Donald T. DiFrancesco
Roberta Francis
Susan Enste Holley*
Morris C. Ianni
Alan J. Karcher*
Walter J. Kavanaugh*
Kathleen King
Wynona M. Lipman
Anna Lustenberg
Frank A. Mason
Lawrence W. Muth
Russell E. Paul

Susan Petrillo
Pamela S. Poff
Angela Pulvino
Joseph H. Rodriguez*
Charles Serraino
Mary Singletary
Alfred A. Slocum
Irene Smith
Joann Smith
Jacqueline Walker*
John Watson
Joan M. Wright*
Al Wurf*

*Former members

**FINAL REPORT: THE NEW JERSEY
TASK FORCE ON EQUITABLE COMPENSATION**

To obtain additional copies of this report, contact

Department of Personnel
CN 313
Trenton, New Jersey 08625

November 1987

TASK FORCE MEMBERS

Robert Angelo - Representative from the American Federation of State, County and Municipal Employees AFL-CIO. This union represents the second largest constituency of New Jersey State workers.

Frank A. Bolden - Public member of the Task Force is Vice President Corporate Staff of Johnson and Johnson of New Brunswick, New Jersey.

Donald T. DiFrancesco - State Senator representing the 22nd Legislative District.

Roberta Francis - Public member of the Task Force representing the League of Women Voters of New Jersey.

- * **Susan Enste Holley** - Public member of the Task Force was a lawyer in private practice at the time she was serving the Task Force.

Morris C. Ianni - Director of Classification and Compensation in the Department of Personnel for the State of New Jersey.

- * **Alan J. Karcher** - State Assemblyman representing the 19th Legislative District was Speaker of the Assembly at time he was serving on the Task Force.

- * **Walter J. Kavanaugh** - State Assemblyman representing the 16th Legislative District.

Kathleen A. King - Representative from the Communication Workers of America. This union represents the greatest number of New Jersey State workers.

Wynona M. Lipman - State Senator representing the 29th Legislative District.

Anna K. Lustenberg - Public member of the Task Force works for New Jersey Bell as Manager-Public Affairs.

Frank A. Mason - Director of the Office of Employee Relations in the Office of the Governor.

Eugene J. McCaffrey, Sr. - Commissioner of the Department of Personnel for the State of New Jersey. Chairman of Task Force on Equitable Compensation.

Lawrence W. Muth - Public member of the Task Force retired from Johnson and Johnson of New Brunswick, New Jersey.

Russell E. Paul - Public member of the Task Force is a lawyer in private practice.

- * **Susan H. Petrillo** - Public member of the Task Force was Vice President of the First Fidelity Bank, N.A., County, at the time she served on the Task Force.

Pamela S. Poff - Director of the Division of Civil Rights in the Department of Law and Public Safety for the State of New Jersey.

Angela F. Pulvino - Public member of the Task Force is County Clerk and Deputy Clerk Superior Court for the County of Cape May.

- * **Joseph H. Rodriguez** - Public Advocate for the State of New Jersey at the time he served on the Task Force.

Charles Serraino - Commissioner of the Department of Labor for the State of New Jersey.

Mary E. Singletary - Director of the Division on Women in the Department of Community Affairs for the State of New Jersey.

Alfred A. Slocum - Public Advocate for the State of New Jersey.

Irene Smith - Public member of the Task Force represents the National Association for the Advancement of Colored People.

Joann H. Smith - State Assemblywoman representing the 13th Legislative District.

- * **Jacqueline Walker** - State Assemblywoman representing the 13th Legislative District at the time she served on the Task Force.

John S. Watson - State Assemblyman representing the 15th Legislative District.

- * **Joan M. Wright** - Director of the Division on Women in the Department of Community Affairs for the State of New Jersey at the time she served on the Task Force.
- * **Al Wurf** - Representative from the American Federation of State, County and Municipal Employees at the time he served on the Task Force.
- * **Former members**

FACT SHEET

Data about State employees, State titles and compensation is being supplied to allow the reader to get a better understanding of the affect of the pay equity recommendations the system and employees.

The data for this report does not include employees of Rutgers, The State University, or the New Jersey School of Medicine and Dentistry. State Troopers are not included in the study.

* State Employees

Total Population	75,305
Females	38,517
Males	36,788
Minority Female	14,091
Minority Male	8,363
White Female	24,426
White Male	28,425

State Employees in Titles Meeting Legislative Criteria for Review

Total Population	50,120
Females	27,454
Males	22,666
Minority Female	1,780
Minority Male	6,510
White Female	25,674
White Male	16,156

* Includes employees in Judiciary and Legislative branches.

State Titles Meeting Legislative Criteria for Review

Total Reviewable Titles (Not Series)	449
Female	165
Male	265
Balanced Minority	19
Minority Female	50
Minority Male	25
White Female	115
White Male	240
Balanced Minority	19

Average State Salaries as of November 1987

Total	\$25,766.00	
Female: Male	\$22,030.00	74%
Male	\$29,667.00	100%
Minority Female: White Male	\$19,963.00	64%
Minority Male: White Male	\$23,764.00	76%
White Female: White Male	\$23,227.00	74%
White Male	\$31,414.00	100%

**FINAL REPORT: THE NEW JERSEY
TASK FORCE ON EQUITABLE COMPENSATION**

November 1987

**New Jersey Task Force on Equitable Compensation
Final Report**

Table of Contents

Task Force Members	
Introduction	
History	1
Work Plan	
Phase 1	
Public Hearing	5
Training	6
Phase 2	
Interim Report	7
Phase 3	
Technical Study	9
Request For Proposal	11
Consultant Study - Component 1	14
Consultant Preliminary Recommendations May 1986	24
Consultant Study - Component 2 Recommended Implementation Model January 1987	26 33
Recommendations	35
Glossary	40
Appendices	

Introduction

This document is a Final Report of the Task Force on Equitable Compensation. It is the culmination of three years' research into the wage-setting processes used by the Department of Personnel to establish salaries for employees in State service. Included is a history of the project, overview of the technical research, preliminary findings, proposed modifications to the system as a result of the findings, test methodology, recommendations to modify the State's job evaluation and wage-structure system to incorporate elements that will make it more equitable for women and minorities, and general compensation recommendations.

HISTORY

In 1983, the New Jersey Commission on Sex Discrimination in the Statutes issued a report entitled "An Analysis of Wage Discrimination in New Jersey State Service." A series of bills calling for study and recognition of the pay equity issue followed the issuance of the Commission's report. While the initial bill was in committee, the Governor issued Executive Order No. 58 which created a seven-member Task Force on State Compensation Equity. Ten months later, Senate Bill 1926 passed both houses and was signed by the Governor. It established the Task Force on Equitable Compensation.

THE TASK FORCE ON STATE COMPENSATION EQUITY Executive Order No. 58

The seven-member Task Force on State Compensation Equity conducted its study through regular meetings from June to November of 1984. Executive Order No. 58 charged the Task Force with reviewing the State Compensation Plan, recommending any changes in the existing salary range determination mechanisms, making revisions to evaluation of titles, analyzing job titles held by one gender group, and identifying specific job titles for salary reevaluation review. By Executive Order, the President of the Civil Service Commission* served as Chairperson of the Task Force and the following members were appointed: The Director of the Division on Women; the Director of the Division on Civil Rights; the Director of the Division of Classification and Compensation; and three public members qualified in job evaluation or compensation areas. (Appendix A)

* Merit Review Board will be substituted for Civil Service Commission throughout this report.

THE TASK FORCE ON EQUITABLE COMPENSATION
P.L. 1984, c. 166

On October 17, 1984, Governor Kean signed bill S1926, P.L. 1984, c. 166, which effectively merged the members of the seven-member task force with the new members delineated by the legislation, for a total of 21 members. The bill designated that the members should include the President of the Merit Review Board, the Public Advocate, the Commissioner of Labor; the Directors of the Division of Classification and Compensation, the Division on Civil Rights, the Division on Women, and the Office of Employee Relations or their designees; two members of the Senate; two members of the Assembly; eight public members; and one representative from each of the two major collective bargaining unions representing classified State employees. Governor Kean appointed the President of the Merit Review Board as Chairperson of the Task Force. (Appendix A)

P.L. 1984, c. 166, states "that the policy of the State of New Jersey is to insure a fair, non-biased wage structure for its own employees..." and "finds that sex, race, or national origin shall not be a consideration either directly or indirectly in determining the proper compensation for a title in State service, nor in determining the pay for any individual or group of employees."

The Task Force on Equitable Compensation is mandated to:

1. Consider the Commission on Sex Discrimination in the Statutes' Report, "An Analysis of Wage Discrimination," as a basis for further research;
2. Recommend modification of compensable factors to achieve equitable pay;
3. Reevaluate the title and wage-setting process as currently utilized by the department;
4. Review the State Compensation Plan and recommend any changes in the current salary range determination mechanisms;
5. Assist in the development of any fiscal implementation plan but not recommend that wages be lowered to achieve pay equity;
6. Submit an Interim Report of its findings and recommendations to the Governor, the Merit Review

Board, and to the Legislature no later than six months from the effective date of the Act.

The legislation defines which State job titles shall be included in the study or considered "reviewable." (Appendix B)

"Reviewable titles" means titles or any class of titles dominated by a single sex, race, or national origin. A title shall be reviewable when at least 70% of the incumbents are of one sex or when the department determines that one race or national origin is disproportionately represented. A reviewable title shall have no fewer than 15 members.

The Department of Personnel has subsequently decided that a job in which 40% of the employees are collectively members of a minority group can be considered disproportionately represented and may be considered a reviewable title. Approximately 50,000 employees in 450 job titles fall into these reviewable title categories. Series of titles were not included in the study but will be part of the final adjustment. (Appendix B)

Work Plan for the Study

The three-year study was divided into phases. In its initial phase, the Task Force conducted a public hearing and learned the policies and technicalities of the State's compensation system. As a result of its initial research, the Task Force recommended that the wages of the State's lowest paid workers be increased. An interim report, including recommendations, was submitted to the Governor, Legislature and Commissioner of Personnel at the end of this phase. This was followed by a technical study assisted by consultants. In its third year, the Task Force analyzed the findings of the study and developed the Final Report.

PHASE 1 Public Hearing Training	January-June 1985
PHASE 2 Interim Report	June 1985
PHASE 3 Technical Study	August 1985-January 1987
PHASE 4 Analysis	January-November 1987
PHASE 5 Final Report Recommendations	November 1987

PHASE 1

Public Hearing

A public hearing was held on January 23, 1985, to gather information in order to broaden the Task Force's understanding of the issue of equitable compensation and to aid the members in setting the direction of the work of the Task Force.

Eleven speakers were heard. Three were representatives of CWA, two were pay equity experts, two represented prominent women's organizations, one spoke about State nurses, one spoke as a public employee, and two spoke as private citizens.

The national member of the Communications Workers of America requested that the Task Force recommend to the Governor and the Legislature that \$70 million of the State's surplus be set aside to establish a pay equity fund. The other CWA national member was critical of the modified Hay System in New Jersey, citing two flaws: method and application. The CWA local member cited wage disparities and classification concerns in relation to her job.

The two expert witnesses, Ronnie Steinberg, consultant from the Center for Women in Government to the State of New York, and Professor Ruth Blumrosen of Rutgers, the State University, gave the Task Force background information about the workings of a pay equity study.

The League of Women Voters' representative gave a brief outline of how the Task Force should proceed in the study and encouraged an analysis of other countries; i.e. Australia and Sweden. The representative from the American Association of University Women gave a brief overview of other States. She indicated the critical need for appropriating funding for pay equity adjustments.

The administrative nurse discussed the problem of shift differentials for nurses in State institutions, comparing those with community hospitals. A Division of Youth and Family Services worker related her job and salary history in an effort to illustrate job classification and compensation problems.

The two private citizens each made brief comments. One emphasized a specific pay-line technique for the study, and the other requested that human relations be quantitatively valued.

Training

Training was provided for Task Force members to gain further knowledge concerning the general pay equity question and become fluent in the New Jersey Job Content Evaluation System.

Formal training sessions on the concepts of the basic Hay system and the application of the New Jersey Job Content Evaluation System were provided including hands-on work sessions where the Task Force members evaluated titles. With each training session, the members became more aware of the complexities of the issue and the enormity of the Task Force's charge.

Further training was provided when "An Analysis of Wage Discrimination in New Jersey State Service" was considered.

The learning process has been ongoing as Task Force members with expertise in compensation have shared their knowledge with the members. Additionally, a number of task force members have spent time in the Task Force office and with the Division of Classification and Compensation familiarizing themselves with various aspects of the Department of Personnel's role in the wage-setting operation. Finally, the consultants were available to answer questions.

PHASE 2

Interim Report

The Task Force on Equitable Compensation submitted Interim Report - Six Months of Progress on June 1, 1985, to the Governor, the Merit Review Board and to the Legislature.

In accordance with Senate Bill P.L. 1984, c. 166:

The Task Force shall submit an interim report of its findings and recommendations, no later than six months from the effective date of this act, to the Governor, the Civil Service Commission, and to the Legislature.

The report included:

- o An historical background of the Task Force;
- o A description of the Task Force's activities and progress during the first six months of its tenure;
- o A presentation of data concerning the male, female, and minority members of the New Jersey State workforce who are in titles dominated by their gender or ethnic group; and,
- o The Task Force's recommendations.

After six months of meetings and training, the Task Force determined that the best approach to the issue of pay equity involved both immediate action and further detailed study by consultants. The Task Force felt that taking this approach would allow the State to illustrate its commitment to pay equity while allowing the necessary time for consultant's report and Task Force final action.

Immediate Action

It was clear to the Task Force that a portion of the compensation variance between male and female, minority and non-minority State workers was due to 1) the lower end of New Jersey's salary rates not rising in proportion to rates at the upper pay levels, and 2) entry-level jobs requiring a minimal amount of knowledge or experience being paid at

differing ranges. Thus, the Task Force recommended a new minimum evaluated range (05) to ensure that jobs requiring a similar amount of knowledge and experience are paid at the same level and to raise the lower end of New Jersey's salary rates relative to the upper pay levels.

Because moving all titles that require minimal education and skills up to the new minimum evaluated range creates compression of salaries in the next higher groups of titles, the Task Force also recommended that all titles currently evaluated in ranges 05, 06, 07 and 08 be raised one range.

This recommendation was intended to provide some interim relief while the Task Force completed its in-depth, long-term pay equity study and was not intended to indicate that full relief had been given to these workers.

The recommendation affected approximately 9000 employees in the 150 lowest paid titles in the compensation plan. (Appendix B) Acting on this recommendation, the Legislature appropriated \$7,000,000 which was paid to employees in February 1986.

Recommendation

BASE RATES FOR STATE EMPLOYEES WHO ARE EVALUATED AT RANGES FROM 01 THROUGH 04 BE INCREASED TO EVALUATED RANGE 05. IN ORDER TO AVOID SALARY COMPRESSION, EMPLOYEES WHO ARE IN EVALUATED RANGES 05, 06, 07 OR 08 BE INCREASED BY ONE RANGE. FOR CIVIL SERVICE PROCEDURAL REASONS, THIS ACTION SHALL BE CONSIDERED A PAY EQUITY REMEDY AND NOT BE CALCULATED ACCORDING TO CIVIL SERVICE PROMOTIONAL PROCEDURES.

PHASE 3

Technical Study

When men and women within an organization hold jobs that are alike, they must be paid the same wages with modifications permitted for seniority, merit, or output (piecework). Equal Pay Act of 1963. When men and women hold jobs within an organization that are dissimilar but have similar value to the organization, pay equity requires that the jobs receive similar payment. Pay equity studies are usually conducted because of suspected discrepancies between the wages paid to white males and those paid to females or minorities for jobs that are comparable in value.

New Jersey's pay equity study was conceived as a result of concerns expressed by the Governor and Legislature and a report issued by the Commission on Sex Discrimination in the Statutes. The enabling legislation that created the Task Force addressed these concerns by mandating that the State's evaluation system and wage-setting processes be reviewed, recommendations for modification be made, and the Commission on Sex Discrimination in the Statutes' report be considered as a basis for further research.

The report issued by the Commission on Sex Discrimination in the Statutes included several recommendations that were incorporated into the Task Force's enabling legislation. Additionally, three types of compensation practices that the authors considered discriminatory were explained: primary wage discrimination results when a compensation system is not based on any formal job evaluation mechanism; secondary wage discrimination occurs when there is no "rational linkage" between a formal evaluation system and the employer's compensation plan; tertiary wage discrimination occurs when the organization has a formal evaluation system that has a rational linkage to its compensation plan but "fails to produce equitable compensation decisions." Most states conducting pay equity studies fall into the first two categories. New Jersey appears to be the only state conducting a pay equity study that has a single pay structure and pays employees in relation to its evaluation plan.

The report indicated tertiary wage discrimination and that the State's evaluation system and the wage-setting processes used by the Department of Personnel may contain elements that contribute to different wages being paid to males and females performing comparable jobs. The enabling legislation

mandated that the Task Force review these elements and recommend modifications to the Governor, Legislature and Commissioner of Personnel. The Task Force determined that the most objective method to conduct this part of the study was to hire a consulting firm with experience in both compensation practices and pay equity issues. A Request For Proposal (RFP) was issued and bids accepted for the project. (Appendix C)

Request For Proposal

The purpose of this part of the study was to detect any gender or racial bias in New Jersey's current wage-setting process and to eliminate such bias by modifying the system.

To determine bias and to modify the system, the study was divided into two components. Component 1 was to identify inequities due to gender or racial bias within the current system and to recommend modifications to the system that would ensure equitable pay. Component 2 was to conduct a pilot program to test the Component 1 recommendations and develop a model for implementation.

Specific Items for Review

The following items were identified by the Task Force as possible areas where the evaluation or wage-setting system may require modification. Although these items were cited, the consultants were encouraged to explore other areas that might be sensitive to bias.

- o Job documentation-gathering methodology should be reviewed to ascertain if training for specification analysts and evaluators is bias-free and if all identified tasks are bias-free. The recommendations may include training suggestions, modification of the job classification questionnaire, desk audits, supervisor interviews, employee interviews, or other areas identified by the consultant.
- o Job specifications should be analyzed to ascertain if they capture and record all assigned tasks performed. Special attention should be given to inconsistent reporting of similar tasks that may lead to different evaluations. Recommendations may redefine or combine tasks or identify tasks that are not specified at the present time.
- o Job specifications should be analyzed to ascertain whether they completely reflect job requirements. Recommendations may include consolidation of overly specific titles with similar duties or a division of some jobs into more job-specific titles. Classification ranking and salary compression must be analyzed and the impact reported.
- o Each job evaluation factor (know-how, problem solving, accountability) should be tested separately to determine if jobs in which the incumbents are predominantly women or minorities achieve the same values for similar requirements

as jobs in which incumbents are predominately males or non-minorities.

- o Definitions of subfactors should be analyzed to determine if they are accurate and easily understood. Recommendations for modification may include redefining subfactors, modification or expansion of definitions.
- o The current point-factor guide charts should be analyzed to assess if the present points fairly reflect how the State values tasks performed in current and modified job descriptions. If changes in point values are recommended, they must be tested for validity using a representative sample of all State titles to assess the impact.
- o The Know-How guide chart should be analyzed to determine if skills relating to the care of clients are included as compensable factors and are properly defined and weighted.
- o The Problem Solving guide chart should be analyzed to determine if the initiative and judgment requirements are properly weighted across the entire spectrum of jobs and properly considered in the evaluation system.
- o The Accountability guide chart should be analyzed to determine if the responsibility and accountability for care of clients are compensable factors and are properly defined and weighted.
- o Job specifications should be analyzed to determine if working conditions have been included in specific titles, which jobs and what language was used to specify working conditions, and how the language affects evaluations. In the present system, working conditions are not intended to be a recognized factor in job documentation and evaluation. However, the Task Force is interested in the definition or scope of working conditions; i.e., emotional, physical, mental, etc.. If the scope of working conditions justifies its use as a factor or subfactor, the Task Force should explore modifications to a currently utilized factor chart to include working conditions as an additional subfactor or consider the addition of a separate working conditions factor chart. Using a representative sample of reviewable and other titles, report the evaluations impact of a working conditions modification on reviewable jobs. State the affect this would have on non-reviewable titles.
- o Information on authorized hiring rates and titles in which it is departmental policy to hire above Step 4 should be

prepared to ascertain how their use correlates to male- , female- and minority-dominated titles.

- o The evaluation points of all entry level jobs should be analyzed to determine if the points required for entry level female-, male-, and minority-dominated titles are in line. Determine the number of entry level jobs in female-, male- and minority-dominated titles.

In addition to the above items, the Task Force was interested in knowing if the present system permits proper evaluation of the impact of new technology.

The consultants were also asked to prepare a report based on prior studies which have analyzed and assigned points to factors such as fatigue and stress and to explain how these factors would apply to New Jersey's study.

Before making final recommendations for any area, whether job documentation, classification, evaluation, negotiations, etc., the consultants were asked to determine what impact the recommendation will have on the current evaluation system or the employees and to report those findings to the Task Force.

Summary of the Pay Equity Study Conducted by Consultants

Pay Equity Study - Component 1

Introduction

On May 29, 1985, The Hay Group, Inc., in association with Hubbard & Revo-Cohen, Inc., responded to the Task Force's Request for Proposal by submitting a "Proposal for Developing and Conducting a Pay Equity Study for the State of New Jersey." The consultants' proposal called for a study to have two components. The first component was designed to identify the extent, the specific nature and the principal controllable causes of differences in pay between males and females, minorities and non-minorities. The second component included an analysis of methods and actions to eliminate identified elements that could be modified with minimum disruption to the functioning of the State.

Component one was divided into the following principal tasks:

- o Compensation Values from the Employee's Perspective
- o Job Specification Program
- o Investigation of Evaluator Bias
- o Audit of the Current Job Measurement Method
- o Descriptions of the Pricing Process
- o Wage Administration Procedures, Descriptions and Intergroup Comparisons
- o Preliminary Recommendations

Compensation Values from the Employee's Perspective

The consultants used a questionnaire survey to identify employee perceptions of the elements of their jobs for which they should be compensated. One thousand three hundred and thirty-one questionnaires were returned. The employee rated individual economic factors such as high costs for housing, public transportation, size and composition of family highest in terms of their importance for determining compensation.

Employees rated working conditions, effort, and technical skills below personal economic needs and placed other factors such as human relations skills, responsibility, difficult situations, and performance below working conditions, effort and technical skills.

Sixty-six percent (882 employees) answered "no" when asked if the way pay is set is fair. Thirty percent (399 employees) answered "yes", and four percent (50 employees) had no response.

The consultants concluded that there was a difference between the employees' and the State's position on compensable factors. They suggested that where the employee and State differ about what factors should be compensable, there is a need for better communication and training. Future systems should consider employee perceptions with respect to job measurement methods.

Importance of Compensable Factors (Employee Responses)

1. Individual Economic Need
2. Working Conditions
3. Effort
4. Technical Skills
5. Human Relations Skills
6. Responsibility
7. Difficult Situations
8. Performance

Job Specification Program

The goal of this part of the study was to identify specific ways in which the job documentation gathering practice may disrupt pay equity. The consultants reviewed a sample of 60 job specifications and interviewed 120 incumbents in 20 of the 60 jobs to assess the descriptive accuracy of job specifications. The team reviewed the remaining 40 titles in terms of their similarities in job levels and job content. Additionally, they reviewed the policies and procedures used for developing specifications.

To review the job specification development policies and procedures, the consultants interviewed personnel in the Division of Classification and Compensation in the Department of Personnel, reviewed all forms used for gathering information and studied written guidelines. The consultants observed that the process of developing specifications is highly decentralized with each department of the State assuming responsibility for drafting specifications relevant to their individual needs. Consistency is encouraged through the use of the "Guidelines for the Preparation of Class Specifications for State Service," which defines elements of an acceptable State job specification. Position Classification Questionnaire (DPF-44), a blank page with general directions for completion (an open-ended questionnaire), is the only documentation-gathering form and is usually not completed. (Appendix D)

The consultants noted that there is no formal review and maintenance procedure for job specifications in the system at the present time. Only those specifications brought to the attention of the Department of Personnel are reevaluated.

The consultants conducted 120 job audits in order to compare job content data as reported by current incumbents with existing job specifications. The titles were chosen on the basis of their gender/minority domination and their cross-sectional representation of occupational families and pay ranges. An interview guide was developed for on-site, in-depth interviews to collect uniform, comparable job content information. After the interviews, the consultants reviewed each of the 20 job specifications to determine the consistency of specifications with respect to examples of work and to determine how completely specifications describe job content.

Results showed that specifications were typically consistent with incumbents' reports. That is, they did perform the examples of work that were listed on the specification. However, only twenty-seven percent, 32 specifications, fully described job content, while fifty-three percent or 64 specifications did not. Twenty percent, 24 specifications, were thought to overstate job content.

Finally, the additional 40 titles were reviewed. The consultants studied the style in which the specifications were written (i.e., passive or active verbs), the detail of job content information, the amount of redundancy, and the over/under reporting of information that could influence compensable factors. They found that white-male dominated jobs were described using the greatest number of lines of

text. Minority-male dominated jobs had the shortest descriptions. They also found considerable instances of redundancy, most of which appeared in white-male dominated job specifications and least of which appeared in white-female dominated job specifications. The consultants also found that specifications for female-dominated jobs have more understatements of job responsibility than those for male-dominated jobs, especially in relation to health care and human services positions.

Based on these findings, the consultants submitted preliminary recommendations for the State to:

- o Review all job specifications developed before 1982 to ensure that they fully describe the job content;
- o Train personnel in each Department of the State in the development of complete job specifications;
- o Train analysts in the Division of Classification and Compensation to ensure that final documents are free from bias;
- o Ensure that no titles/series are evaluated until final approval of the specifications are completed;
- o Institute and implement a maintenance program to review all class specifications with the State on a periodic basis; and
- o Investigate using a close-ended questionnaire for documentation gathering.

Investigation of Evaluator Bias

In January of 1986 the consultants tested fifty employees who perform job evaluations for their departments. This process, like the specification development process, is highly decentralized with each department recommending evaluations and pay ranges to meet its individual needs. The employees were selected on the criteria of experience, gender, and race and were asked to complete a specially prepared test designed to measure the influence of evaluator bias on job evaluation.

Each participant was presented with information regarding seventeen jobs. The team asked them to evaluate these jobs using the New Jersey Job Content Evaluation System. At the end of the test, each evaluator was asked questions about

his/her opinions on the effect of evaluator gender, race, etc., on job evaluation.

In analyzing the results of the test, the consultants observed that pay differences among men, women, and minorities cannot be attributed to bias on the part of the evaluators. The only statistically significant source of variation was the current pay grade of the job; jobs currently rated higher were awarded higher points by the evaluators indicating that the test participants were familiar with the jobs and the system. When identical specifications were given two different titles, the evaluators gave the specification with the more prestigious title a higher rating.

Individual raters (as opposed to being divided into classes of gender or race) do rate identical jobs quite differently. Because equitable job evaluation is dependent on internal consistency and application of the system, the consultants recommended that the State establish appropriate and regular training for all employees who have responsibilities for job evaluation.

The following findings were made based on the Evaluator Bias Test:

- o Pay differences between classes of men, women and minorities cannot be attributed to evaluator bias;
- o More prestigious titles with identical specification content receive more evaluation points;
- o Evaluations for identical jobs differ according to the individual evaluator.

Based on the above findings, the consultants recommended that:

- o The State establish appropriate and regular training for all employees who have responsibilities for job evaluation.

Audit of the Current Job Measurement Method

All classified employees receive wages based on a point-factor evaluation system which was installed by Edward N. Hay

and Associates after a comprehensive New Jersey job study in 1968. Based on a measure of three critical factors, know-how, problem-solving, and accountability, the New Jersey Job Content Evaluation System assigns points or weights to all classified job titles. (Appendix E) Men, women, minorities, and non-minorities receive the same wages for job titles evaluated with the same number of points with adjustments made for workweek size and different bargaining units.

The consultants' objectives for this section of the study included auditing the existing job evaluation system and providing preliminary conceptual recommendations to the State for an improved job measurement system.

The consultants reviewed the job evaluation framework to identify any evidence of structural design which could lead to inequities with regard to gender and race. They applied their collective experience in compensation and pay equity to reach a consensus on how the existing system might be made more equitable. The Hay Group and Hubbard & Revo-Cohen worked with the basic assumption that in order for a job evaluation system to be equitable, compensable factors and their relative weights must be representative of all job titles regardless of gender/racial dominance of incumbents. Also, definitions of factor levels must capture job content characteristics in a consistent and comprehensive manner across all titles.

Based on their findings, the consultants recommended that the existing job evaluation system be modified to make it more equitable and easier to understand and apply. Specific recommendations included the following:

- o Refine and expand the human relations component. The consultants concluded that human relations skills were not given enough value; they should be given a greater number of points to increase their value relative to other factors in the guide charts. Thus, they recommended the human relations component be redefined and expanded to include skills in public service, contacts and care-giving.
- o Expand the working concept of effort to include sensory and physical effort as well as mental effort, and add a compensable factor for working conditions. The consultants concluded that working conditions are an essential consideration in compensation. They noted that the New Jersey system currently has no explicit measure for

working conditions and that "implicit" credit is often given to certain categories of jobs. The team recommended that in order to be more equitable, the State should develop these factors, define them explicitly and apply them consistently to all jobs in the workforce.

- o Expand the working concept of responsibility to incorporate responsibility for people and human care. The consultants concluded that the magnitude component of the accountability chart is too restrictive in that it is prescribed by the amount of fiscal responsibility within a job. They recommended that magnitude definitions be expanded to include accountability for people and programs.
- o Delineate more finitely the factor level definitions relating to vocational and technical jobs at the lower end of the scale.

As they identified an improved job measurement instrument to provide the State with a more equitable wage-determination process, the consultants paid particular attention to:

- o Reducing redundancy and multiplicative effects in measurements so that factor ratings are distinct;
- o Reducing ambiguity of factor definitions by simplifying language or by use of examples;
- o Assuring that definitions and examples do not promote or encourage bias;
- o Avoiding confusion about evaluation through features such as nonlinear points or ambiguous factor weightings;
- o Providing points for all results that are important to the State rather than emphasizing only those results with dollar or property effects;
- o Differentiating and accounting for human care skills and persuasive skills with the same visibility and focus as supervisory skills;
- o Assuring that requirements for initiative and judgment are properly considered and weighted in point scores;

- o Assuring that unusual work activities and contexts are given recognition in point scores; and
- o Permitting explicit modifications of the instrument in response to changing technologies.

Modified Guide Charts

The approach recommended by the consultants involves modifying the current New Jersey Job Content Evaluation System in the following ways:

The human relations and magnitude job measurement factors of the traditional Hay system are to be redefined to introduce physical effort, sensory effort and work environment as job context factors. The modified system includes four guide charts instead of the three currently use by the State:

- | | |
|-----------------------|------------------------|
| 1) Technical Know-How | 2) Problem Solving |
| o Technical Skills | o Thinking Challenge |
| o Managerial Know-How | o Thinking Environment |
| o Human Relations | |
| 3) Accountability | 4) Working Conditions |
| o Freedom to Act | o Sensory Effort |
| o Magnitude | o Physical Effort |
| o Impact | o Work Environment |

The human relations section of the Know How chart is increased from three to four levels, resulting in an increase in the number of possible points a job can receive for this factor. The magnitude factor of the Accountability chart is redefined as to the extent to which job standards require judgments regarding the interests of and risks for the enterprise. A Working Conditions Guide Chart is added to the job evaluation system, and the Problem Solving chart remains unchanged. (Appendix E)

Descriptions of the Pricing Process

During this part of the study, the consultants identified the specific ways in which the State makes decisions about the wage rates or salary ranges for titles. They then compared for gender and race and observed and recommended improvements to the pricing and wage determination system.

To accomplish their work, the consultants interviewed employees in the Division of Classification and Compensation and the Office of Employee Relations; representatives of American Federation of State, County, and Municipal Employees; and Communications Workers of America. They also reviewed the Salary Administration Memoranda issued by the Department of Personnel, all salary increases by employee relations groups since 1970, and the New Jersey Administrative Code. The team also compared 496 reviewable titles to each other and to market data for a review of the compensation schedule.

To facilitate their analysis, the consultants divided the titles into male-, female-, and minority-dominated groups and determined a pay structure maximum for each subset as well as for all employees.

The comparisons of pay ranges and subsets identified the areas of vulnerability for equitable compensation and indicated the effect of economic and bargaining considerations on determining wage levels.

The pay structure of the State's compensation plan encompasses all State employees, who are represented by sixteen bargaining units (i.e., employee relations groups). Each year, the Governor proposes a salary budget. Pricing negotiations by the Office of Employee Relations and the bargaining units ensue. The consultants concluded that the idiosyncrasies of this process are such that the State should monitor the affects of differential increases and payment patterns which restrain pay rates for lower level jobs. In addition, they noted the same potential for other pricing actions such as salary adjustments and authorized hiring rates which allow the State to compete in local and national markets without reevaluating jobs.

The consultants also noted that point spreads within pay ranges vary from lower to higher ranges. For example, there is a 10% increase from the lowest point to the highest point in a range for the lower level ranges, and a 6% increase from the lowest point to the highest point in a range for the upper level ranges. This may impact negatively on women and minorities who dominate lower level jobs because it will take them longer to move across pay ranges.

The team concluded that in order to maintain a single pay policy, the State must recognize the impact of separate wage contracts on protected classes of employees. They recommended a formal monitoring system to ensure that equitable compensation not be disrupted.

The consultants recommended a single pay structure, but recognized the practical issues which limit its feasibility. Thus, they recommended that the State establish an ongoing formal process to monitor the effects of adjustments to each range to ensure compliance with the State's position on pay equity. They also recommended that the State reconsider assignment of job evaluation points to ranges, and establish a consistent percentage point increase among ranges in order to best serve pay equity.

Consultant's Preliminary Recommendations-May 1986

In May 1986 the consultants submitted the following preliminary recommendations to the Task Force:

Job Specification Program

- o A review of all class specifications developed before 1982 to ensure that they fully describe the job content.

- o Training in the development of complete class specifications for each Department of the State.

- o Additional training for analysts in the Division of Classification and Compensation to ensure that final documents are free from bias.

- o Ensuring no classes are evaluated until final approval of the class specification is complete.

- o Institution and implementation of a maintenance program to review all class specifications with the State on a periodic basis.

- o Investigation of the utility of a close-ended questionnaire to be used for documentation purposes.

Evaluator Bias

- o Appropriate and regular training be established for all employees who have secondary, as well as primary, responsibilities for job evaluation.

Job Measurement Method (Job Evaluation System)

- o Separate (or unbundle) the factors of know-how and problem-solving; this will eliminate the multiplier effect due to the fact that the factor, problem solving, is a percentage score for the factor, know-how;

- o Refine and expand the human relations component;

- o Expand the working concept of effort to include sensory and physical effort as well as mental effort;

- o Expand the working concept of responsibility to include sensory and physical effort as well as mental effort;

- o Add a compensable factor for working conditions which will include such job context components as stress;

o Delineate more finitely the factor level definitions relating to vocational and technical jobs at the lower end of the scale.

Pricing

o Establish an ongoing formal process to monitor the effects of adjustments to each range to ensure compliance with the State's position on pay equity when adjustments are considered.

o The assignment of job evaluation points to ranges should be reconsidered. Consistent percentage point increases among the ranges would best serve pay equity.

Pay Equity Study - Component II

Introduction

During Component II of the Pay Equity Study, the Task Force on Equitable Compensation and the consulting firm of the Hay Group, in association with Hubbard and Ravo-Cohen, Inc. studied and applied the following recommendations made in Component I:

- o Change the specification development process. (Appendices D,F) Job specifications describe tasks necessary to perform a job and associated responsibilities and requirements. The Task Force recommended that all specifications for female-, male-, and minority-dominated titles be reviewed to ensure that they:
 - Fully describe the major tasks and duties of the job;
 - Include major tasks that reflect new or modified pay equity factors and elements of factors;
 - Are written in clear, concise, simple language;
 - Have language consistency within and among series;
 - Do not contain inflated statements or redundancies.

The Task Force also recommended that the State

- Develop a training program in specification writing;
 - Complete specification development prior to evaluation;
 - Use a combination closed- and open-ended questionnaire for gathering job documentation to ensure that all job specifications contain a complete description of major tasks.(Appendix D)
- o Modify the job evaluation guide charts. (Appendix E) When analysts evaluate titles, they use guide charts to assign evaluation points to elements or factors that are compensable and are found in every job. The

State of New Jersey currently uses three guide charts in the job evaluation process: Know-How, Problem-Solving, and Accountability. (Appendix E) As a result of Phase I, the following suggested pay equity modifications were made to these guide charts:

- Expansion of the human relations component of the Know-How Guide Chart to offer more credit for care and custody skills;
- Redefinition of the magnitude component of the Accountability Guide Chart to add value for the responsibility for people and programs;
- Addition of a Guide Chart to measure Working Conditions.

In order to study the effect of these recommendations, the Task Force implemented a pilot project to apply the new guidelines for job specification development to a sample of 115 titles dominated by one gender or minority and to apply the modified guide charts to evaluate the 115 rewritten job specifications.

As a result of the pilot project, a specification development unit modified specifications for 115 titles. A job evaluation team applied the modified job evaluation system to each specification and assigned a new number of evaluation points to each title. The modifications to the guide charts gave the desired results; i.e., titles that were gender or race dominated showed a gain in points indicating a more equitable evaluation system. The consultants applied these results to four different pay structures to convert points into salaries.

Throughout this phase, the Task Force and the consultants worked to provide recommendations, methods, and actions that would begin to modify the system to comply with pay equity standards while causing minimum disruption to the functioning of the State. As a result of joint discussions the consultants also proposed a model to guide improvement toward equitable compensation.

Application of New Guidelines for Job Specification Development to a Sample 115 Reviewable Titles

In Component I, the consultants found that several job specifications did not describe the job fully with respect to

job requirements and job contexts or environment. They identified deficiencies resulting from subject matter that was not included in the specifications and from stylistic differences in language and emphasis between non-minority male titles and titles dominated by females and minorities.

In order to test these preliminary findings, the Task Force and consultants implemented a pilot project, as stated in the original proposal, to rewrite job specifications for a sample of 115 reviewable titles.

The consultants conducted a training program for a team of seventeen State employees from various agencies. Using a preliminary training manual, the group reviewed:

- o The objectives, findings, and recommendations of the equitable compensation study during Component I;
- o The objective of the specification development unit to rewrite 115 specifications in clear, concise and bias-free language;
- o Background information on the New Jersey Job Content Evaluation System and how it was being modified;
- o The new information that had to be collected in order to apply the revised job measurement system;
- o Exercises for the team members to facilitate the review and rewriting of job specifications.

At the end of the project, all 115 specifications had been reviewed and job tasks had been rewritten.

Application of modified guide charts to the sample of 115 revised job specifications

As a result of Component I, significant modifications were made to the State of New Jersey's job evaluation Guide Charts, including:

- o Expansion of the human relations component of the Know-How guide chart to include four levels, each redefined to offer more credit for care and custody skills;

- o Redefinition of the magnitude component of the Accountability Guide Chart to add value for the responsibility for people and programs;

- o Addition of a guide chart to measure working conditions which includes physical effort, sensory effort and work environment.

An evaluation committee conducted by the consultants applied these modified Guide Charts to the 115 reviewable titles for which specifications had been developed.

At the outset, the job evaluation committee participated in a training session for which the consultant team had prepared a preliminary training manual. This manual described the job evaluation process, outlined the modified guide charts and offered suggestions concerning their application.

During the project, the committee evaluated each of the 115 reviewable titles using the newly written specifications and modified guide charts and maintaining current State of New Jersey evaluation conventions. These conventions had emerged over time as a result of the State's unique application of the Hay system, but had not been compiled until personnel from the Division of Classification and Compensation and the consultants prepared a list for the pilot project. After applying the guide charts and currently used conventions, the job evaluation committee was able to assign to each title new point totals that reflected the effects of the revisions and modifications.

Based on these findings, the following preliminary recommendations were made for administering the guide charts to all State of New Jersey titles:

- o Provide an annual training program for all personnel involved with job measurement. Include instruction for use and application of the modified guide charts.

- o Decide on one or several evaluation committees. Develop guidelines for selecting and replacing committee members that are consistent with the State's compensation philosophy and practices.

- o Pay specific and careful attention to the development of an appeals process.
- o If the State decides to implement the proposed Pay Equity Job Evaluation System, develop a plan to prioritize titles to be evaluated.

Results of the Job Evaluation Process Applied to Four Separate Pay Structures

The development and application of a modified job evaluation instrument results in a certain degree of realignment in the internal hierarchy of job titles. When compensable factors are added, deleted, or revised, total evaluation points scores for certain titles will change as well as their pay range assignments. Depending on the pay range structure; i.e., the point-to-pay structure used by the State, changes in evaluations as a result of applying the proposed Pay Equity Job Evaluation System have different implications for different job titles. (Appendix G)

The increase in points for titles dominated by females and minorities, met the goals of the Task Force to modify compensable factors to achieve pay equity. Converting those points to pay involved reviewing the State's current pay structure. The current New Jersey pay structure has an established spread of evaluation points assigned to each of 45 pay ranges. Each pay range matches a set of evaluation points to a dollar amount of compensation. Applying the modified guide charts to the sample results in range assignment changes due to changes in total points. When submitting possible pay structures for converting points to pay, the consultants developed options that would address recommendations put forth in Component I.

All options use the reevaluation points assigned to a title as a result of applying the proposed Pay Equity Job Evaluation System.

Option 1 slots the titles and new point assignments into the present pay structure

Option 2 moves the whole pay structure up 10 points to accommodate the minimum of 10 points added to the system for the Working Conditions Guide Chart.

Option 3 addresses the consultants' concern that our present pay structure affects minorities and females negatively because lower ranges where female and

minority dominated titles are located have a larger percentage of evaluation points per range than higher titles and that the range spreads are inconsistent.

Option 4 averages the increases and decreases in the new point assignments and lowers the whole pay structure by 17 points to accommodate this difference.

Option 1 - Current Range Structure

Using this approach, the State would apply the total points for each title to the current State of New Jersey pay range structure. Under this plan, minority female-dominated titles have the most positive gains averaging = +2.60, followed by white female-dominated titles (+1.13), minority male-dominated titles (+1.00), and white male-dominated titles (+1.00).

Option 2 - Current Pay Range Structure with each Interval Increased by Ten Points

This option neutralizes the effect of the additional ten points added as a result of the Working Conditions Guide Chart by shifting the entire pay structure upward by ten points. This reduces positive range movement for a number of titles as compared to Option 1.

Minority female-dominated titles show an average range change of +2.16, followed by minority male-dominated, white female-dominated and white male-dominated titles all with an average range change of +1.00.

Option 3 - Current Range Structure with 8.3% Difference among Range Intervals

This pay structure has a consistent 8.3% difference between range intervals. The current plan differs across pay ranges with respect to the percentage of evaluation points between each range. The plan standardizes the number of points in each range and between all ranges.

All race/sex groups move up more ranges, on average, than in Option 1 or Option 2. Minority female-dominated titles gain an average range change of +3.30, followed by white male-dominated titles (+1.71), white female-dominated titles (+1.65), and minority male-dominated titles (+1.13).

Option 4 - Current Pay Range Structure with each Interval
Decreased by Seventeen Points

This option addresses that on an average, titles received 17 fewer points using the proposed Pay Equity Evaluation System. Option 4 adjusts the State's current point-to-range relationship by shifting the entire pay structure downward range by 17 points.

Minority female-dominated titles receive an average range change of +3.12, followed by minority male-dominated titles (+1.98), white male-dominated (+1.74), and white female-dominated (+1.62).

Consultant's Recommended Implementation Model-January 1987

o Modify the current job measurement method to include: 1) an extended human relations factor; 2) a redefinition of the magnitude factor; and 3) the inclusion of a working conditions guide chart which is composed of sensory effort, physical effort and working environment factors.

o The State should review all job specifications with special attention to including language which reflects the extent of each of the new components in the job. Specifically, a separate section of the specification should be devoted to describing each title's working conditions.

o All job specifications should be reviewed to eliminate redundancy of job duties statements, excessive detail, and passive language.

o Each title with more than five incumbents should be reviewed annually. Each title with fewer than five incumbents should be compared against the most similar title with more than five incumbents every three years to justify the need for the titles with few incumbents.

o A continuing training program for the preparation of job specifications should be instituted. The training should encourage bias-free, complete, clear and concise specification preparation. Every three years all relevant personnel should attend refresher training based on the full program.

o An annual training program should be developed which includes instruction for use of the modified job evaluation system and how to apply it. Participants should include all personnel who are involved with job evaluation.

o Several standing committees should be appointed to serve as the source for developing, reviewing and finalizing all job evaluations in the State. Membership on the committee should be determined by the State based on defined goals and end-results.

The formation of the committee will not eliminate the right to appeal; however, all appeals will be reviewed by a standing committee other than the one responsible for the initial recommendation whose authority will be to provide final evaluations.

o The State should continue its practice of negotiations with employee relations groups, its use of labor market

surveys when pricing job titles and its budgetary considerations. The current structure should be monitored annually to determine adverse effects to minority- and female-dominated titles.

o Range differences for titles should be based on job measurement only. Difference in scheduled work hours should not be reflected by grade differences. The basis for determining a title's pay rate should be hourly as opposed to an annual rate of pay.

o The State should develop guidelines for appointing authorities to use when determining the step within a pay range at which a new employee enters the system.

o The job evaluation process should not commence until a complete job specification is finalized. This will necessitate minor changes in the current transmittal cycle.

o Documentation containing applied job measurement language should be prepared and distributed to supervisors and managing personnel which describes the job measurement system in clear and concise terms. This document will be a tool that supervisors can use to explain the job measurement system to subordinates.

o Every supervisor should be able to explain the wage determination process, why a particular employee receives a certain pay rate and how that rate can be changed.

PHASE 4

Recommendations

Pursuant to P.L. 1984 c. 166, the Task Force on Equitable Compensation is charged with recommending:

modification of compensable factors to achieve equitable pay;

any changes in the current salary range determination mechanisms;

Additionally, the Task Force on Equitable Compensation is mandated to:

Assist in the development of any fiscal implementation plan pursuant to this act.

FINAL RECOMMENDATIONS NOVEMBER 1987

o The Task Force finalized their recommendations to meet the standards of pay equity and to satisfy the unique needs of New Jersey government employees.

o The following recommendations were adopted by 15 of the 18 members present at the final Task Force meeting on November 25, 1987. Two members abstained and one voted nay. Abstaining members join the rest of the Task Force in supporting the basic concepts of the report, that the evaluation system be modified and that employees in designated State titles receive wage adjustments.

o After reviewing the report, findings and recommendations submitted by the consultants and studying the wage-setting processes used in the State, the Task Force on Equitable Compensation submits the following recommendations to the Governor, Legislature and Merit Review Board.

Adjustments

o That the Legislature appropriate \$60 million for distribution to those State employees working in jobs designated for pay equity range increases.

o That wage adjustments for pay equity purposes be achieved by modifying the current factors of Know-How, Problem Solving and Accountability that comprise the New Jersey Job Content Evaluation system; by expanding the Human Relations element of the Know-How guide chart; and by adding a Working Conditions factor and guide chart.

o That the current pay structure be modified to:

Revise the intervals between pay ranges to ensure that they are graduated from 10% at the lowest ranges to 6% at the highest ranges.

Adjust each range, therefore the whole structure, by 12 points to accommodate the point-change effect of the application of the new job evaluation system.

o That the first pay equity adjustments for designated titles be distributed no later than 6 months after the Legislature appropriates the money and continue over a 3-year period.

o That pay equity adjustments for specifically designated titles be calculated from the date the reevaluation for the title is approved by the Department of Personnel.

o That State agencies in addition to those in the Executive Branch covered by this report examine their compensation systems for practices that result in unfair payment for certain groups of employees.

Implementation Recommendations

o To ensure that the remedies approved by the Governor and Legislature are executed, the Department of Personnel will implement the Task Force's recommendations when the Legislature acts on the recommendations in the Final Report and appropriates the money necessary to implement pay equity.

o The Department of Personnel will oversee and monitor State-wide wage-setting processes that impact on equitable wages for all State workers.

o To enable the Department of Personnel to continue to reevaluate titles and to oversee and monitor the implementation of pay equity, 12 permanent positions will be allotted to the Department. These positions will be in addition to the Department's present employee count.

o To fund the 12 additional positions and administrative costs, \$700,000 will be allocated to the Department of Personnel from the State operating budget for the first year of a 3-year project. Each successive year, the Department of Personnel will include in its budget a minimum of \$700,000 plus increases necessary to pay normal salary and administrative costs.

Specifications

o That the Department of Personnel develop specifications of record that are clear, concise, complete and non-biased.

o That the Department of Personnel use document gathering instruments appropriate for ensuring that complete and non-biased job content and compensable factor information is gathered to describe State jobs.

o That every title with more than five incumbents be reviewed annually.

o That every title with fewer than five incumbents be reviewed every three years for incorporation with similar titles or to justify the need for a title with few incumbents.

Job Evaluation System

o That the Department of Personnel modify job evaluation guide charts that have been proposed by the Task Force to:

-Rewrite current definitions of factors and elements so they are easily understood.

-Add a fourth dimension to the Human Relations element in the Know-How chart to allow more compensable recognition for working with the public and clients.

-Expand the definition of Magnitude in the Accountability guide chart to include responsibility for people and programs.

-Add a Working Conditions guide chart to include as compensable physical, sensory and environmental elements.

Title Adjustments

o That all reviewable titles be reevaluated in context with all other titles in their series.

o That titles that are undervalued shall be designated for pay equity adjustments.

o That titles which receive fewer points as a result of the application of the new job evaluation system be recommended to the Department of Personnel for further research.

Training

o That the Department of Personnel develop a training and communications program and disseminate information about the new job evaluation system.

o That the Department of Personnel develop a continuing program for the preparation of job specifications that meet pay equity standards.

GLOSSARY

The Task Force on Equitable Compensation

In 1984 Governor Kean signed a bill sponsored by Senator Wynona Lipman which created the Task Force. Members were designated as the President of the Commissioner of Department of Personnel (formerly Civil Service Commission); the Public Advocate; the Commissioner of Labor; the Directors of the Divisions of Women, of Classification and Compensation, Civil Rights, and the Office of Employee Relations; two members of the Senate; two members of the Assembly; eight public members; and one representative from each of the two major collective bargaining unions representing classified State employees.

The Task Force was charged to recommend modification of compensable factors to achieve equitable pay, reevaluate the title and wage-setting process as currently utilized by the department, review the State Compensation Plan and recommend any changes, and assist in the development of any fiscal implementation plan.

Reviewable Titles

Titles are classified as reviewable when the title has a minimum of 15 employees of whom at least 70% of the incumbents are of one sex or when at least 40% of the incumbents are minorities. Approximately 50,000 employees in 450 titles fall into reviewable title categories.

Occupational Series

An occupational series represents a hierarchy of jobs that are related or similar with variations in degree of responsibility or variety of tasks. An example of an occupational series would be: Clerk, Senior Clerk, Principal Clerk, Head Clerk.

Consultants

In 1985 the State of New Jersey's Task Force on Equitable Compensation initiated a study to determine if the State's pay program was applied fully and consistently across job titles. The study has two components. Component 1

represented the investigative component of the study and addressed the specific nature of the principal causes and the extent to which they deviate from pay equity in the employment relationship. Component 1 identified the need for a job evaluation system that is administered in a consistent manner across job titles without regard to the race and sex of incumbents. Component 2 addressed this need by implementing pilot projects to test new specification and evaluation processes. Component 2 also included recommendations for improving the job specification cycle and the job evaluation program and application of the pilot project outcomes to four different pay range structures.

Consultant Team

The Hay Group Inc. in association with Hubbard & Revo-Cohen Inc. responded to the Task Force's Request for Proposal and were awarded the contract for the pay equity study.

Job Specification

Every job title in the State of New Jersey has a job specification associated with it. This document is a general description of the job, its responsibilities, and its requirements.

Job Evaluation

Each job title is evaluated in terms of its compensable worth. By applying a series of guide charts to the job specification and by considering supplemental documentation, evaluation points can be assigned to each job.

Guide Charts

Standardized guide charts are used to evaluate jobs and determine the level at which tasks are compensated. These charts provide a series of tests which measure such factors as know-how, problem solving, accountability, and working conditions. Depending on where a particular job fits into the charts, a specific number of points is awarded, the total of which represents the job's work value to the State.

Evaluation Points

During the job evaluation process, titles are assigned points according to standardized guide

charts which measure such factors as know-how, problem-solving, and accountability. The total of these points is applied to a pay structure when determining the title's compensation.

Pay Structure

A pay structure is a compensation plan which assigns the wages to be paid for specific titles according to the evaluation points assigned to the title. New Jersey's pay structure has 45 pay ranges, each of which has a minimum and maximum salary and nine intermittent steps. When a job is evaluated, its total evaluation points are matched to a pay range within the pay structure, and the incumbents are then compensated according to the corresponding salary figures.

Pay Range

A pay range is one of 45 divisions within the pay structure. It represents one set of evaluation points with upper and lower bounds for which there exists a corresponding compensation amount also with upper and lower bounds. See "pay structure" for more details.

Appendices To
The New Jersey Task Force On
Equitable Compensation Final Report

November 30, 1987

**Appendix To The New Jersey Task Force On
Equitable Compensation Final Report**

Table of Contents

Appendix A

Executive Order No. 58	1 - 2
P.L. 1984 c.166	3 - 7

Appendix B

Titles Meeting Legislative Criteria for Review	1 - 10
Series Meeting Legislative Criteria for Review - Partial List	11 - 45
Titles Receiving Wage Increases February 1986	46 - 48

Appendix C

Request for Proposal	1 - 32
----------------------	--------

Appendix D

Position Classification Questionnaire - Current	1 - 3
Position Classification Questionnaire - New	4 - 21

Appendix E

Job Evaluation Guide Charts - Current	1 - 3
Job Evaluation Guide Charts - Modified	4 - 7

Appendix F

Job Specification - Current	1 - 2
Job Specification - New	3 - 6

Appendix G

Tentative Range Movement - 143 Titles	1 - 4
---------------------------------------	-------

NEW JERSEY TASK FORCE ON EQUITABLE COMPENSATION

Eugene J. McCaffrey, Sr.
Chair

Barbara L. Fields
Executive Director

Robert Angelo
Frank Bolden
Donald T. DiFrancesco
Roberta Francis
Susan Enste Holley*
Morris C. Ianni
Alan J. Karcher*
Walter J. Kavanaugh*
Kathleen King
Wynona M. Lipman
Anna Lustenberg
Frank A. Mason
Lawrence W. Muth
Russell E. Paul

Susan Petrillo
Pamela S. Toff
Angela Pulvino
Joseph H. Rodriguez*
Charles Serraino
Mary Singletary
Alfred A. Slocum
Irene Smith
Joann Smith
Jacqueline Walker*
John Watson
Joan M. Wright*
Al Wurf*

*Former members

Appendix A

Executive Order No. 58

P.L. 1984 c.166

STATE OF NEW JERSEY
EXECUTIVE DEPARTMENT

EXECUTIVE ORDER NO. 58

WHEREAS, the State Compensation Plan, applicable to the Executive Branch of State government, must be based on a nondiscriminatory evaluation system which establishes an equitable relationship between the value of work performed and the rate of compensation; and

WHEREAS, there is a desire to review the present job evaluation process and analyze job titles in the State service which are predominantly held by persons of one sex to ensure that the compensation program is fair and equitable; and

WHEREAS, Executive Order No. 21, issued June 24, 1965 by Governor Richard J. Hughes, established this State's goal of eliminating discrimination in State employment; and

WHEREAS, Executive Order No. 14, issued December 14, 1974 and Executive Order No. 61, issued October 12, 1977 by Governor Brendan T. Byrne, vested executive leadership in the Department of Civil Service to obtain compliance with federal and State laws and regulations in the area of equal employment opportunity and to seek correction of discriminatory employment practices and procedures in the State service; and

WHEREAS, N.J.S.A. 11:2D-1 et seq. delegates to the President of the Civil Service Commission the supervisory responsibility to ensure equality of opportunity in all areas of State employment;

NOW, THEREFORE, I, THOMAS H. KEAN, Governor of the State of New Jersey, by virtue of the authority vested in me by the Constitution and the statutes of this State, do hereby ORDER and DIRECT:

1. There is created a Task Force on State Compensation Equity which shall be chaired by the President of the Civil Service Commission and which shall also include the Director of the Division on Women in the Department of Community Affairs; the Director of the Division on Civil Rights in the Department of Law and Public Safety; the Director of the Division of Classification and Compensation in the Department of Civil Service and three other members to be

EXECUTIVE DEPARTMENT

2. The Task Force shall:

a. Review the State Compensation Plan and recommend any changes in the current salary range determination mechanisms to ensure pay equity.

b. Recommend revisions to the evaluation of titles in the State Compensation Plan.

c. Analyze those job titles that are predominantly held by persons of one sex and recommend specific job titles for salary reevaluation review.

3. The Task Force is to be provided staff assistance by the Department of Civil Service, including a full time executive director, and is authorized to call upon and receive from any department, office, division or agency of the State such data, information, personnel or support services as it deems necessary to discharge its responsibilities under this Order. Subject to available funds, the Task Force, through the Department of Civil Service, may contract for such experts and technical and professional services as may be required.

4. The Task Force shall make period reports to me on its progress as it proceeds with its review of the State Compensation Plan and job titles.

5. This Order shall take effect immediately.

GIVEN, under my hand and seal this
6th day of December in
the Year of Our Lord, nineteen hundred
and eighty-three and of the Independence
of the United States, the two hundred
and eighth.



/s/ Thomas H. Kean
GOVERNOR

[seal]

Attest:

/s/ W. Cary Edwards
Chief Counsel

FILED

DEC 6 1983

Jane Burgio
Secretary of State

1984 Senate No. 1926 (*Second Official Copy Reprint*)

AN ACT concerning the analysis of job and salary classification in the State government and making an appropriation.

1 BE IT ENACTED *by the Senate and General Assembly of the State*
2 *of New Jersey:*

1 1. The Legislature states that it is the purpose of the State of
2 New Jersey to act consistently with both the federal "Equal Pay
3 Act of 1963," Pub. L. 88-38 (29 U. S. C. § 206) which requires that
4 employees of both sexes receive equal pay for equal work and the
5 federal "Civil Rights Act of 1964," Pub. L. 88-352 (42 U. S. C.
6 § 2000e-2) which prohibits discrimination on the basis of sex in all
7 terms of employment; to prohibit discrimination on the basis of
8 pay under P. L. 1952, c. 9 (C. 34:11-56.1 et seq.); to prohibit sex
9 discrimination in the workplace under the New Jersey "Law
10 Against Discrimination," P. L. 1945, c. 169 (C. 10:5-1 et seq.); to
11 eliminate discrimination in State employment, facilities and ser-
12 vices through Executive Order No. 21 of 1965; and to obtain com-
13 pliance with federal and State laws and regulations in the area of
14 equal employment opportunity and to seek correction of discrimina-
15 tory employment practices and procedures in State service through
16 Executive Order No. 14 of 1974, Executive Order No. 61 of 1977,
17 and Executive Order No. 58 of 1983.

18 The Legislature finds that the policy of the State of New Jersey
19 is to ensure a fair, nonbiased wage structure for its own employees.
20 The Legislature further finds that sex, race, or national origin
21 shall not be a consideration either directly or indirectly in deter-
22 mining the proper compensation for a title in State service, nor in
23 determining the pay for any individual or group of employees.

EXPLANATION—Matter enclosed in bold-faced brackets [thus] in the above bill is not enacted and is intended to be omitted in the law.

Matter printed in italics *thus* is new matter.

Matter enclosed in asterisks or stars has been adopted as follows:

*—Senate amendments adopted June 25, 1984.

**—Senate amendments adopted in accordance with Governor's recommendations September 13, 1984.

- 1 2. As used in this act:
- 2 a. "Reviewable titles" means titles or any class of titles domi-
 3 nated by a single sex, race or national origin. A title shall be con-
 4 sidered reviewable when at least 70% of the incumbents are of one
 5 sex or when the department determines that one race or national
 6 origin is disproportionately represented. *"A reviewable title shall
 6A have not fewer than 15 incumbents."*
- 7 b. "Compensable factors" means standards *"[which may in-
 8 clude but are not limited to the basic elements of a job such as the
 9 knowledge, skills, including problem-solving, accountability, mental
 10 and physical effort, and any personal contact required to satisfac-
 11 torily perform the job]"* *"used to evaluate jobs or positions in
 12 State employment"*. The compensable factors used shall be based
 12A on the same criteria for both men and women and shall be selected
 13 to as to avoid any discrimination on the basis either directly or in-
 14 directly of sex, race or national origin and the composite measure
 15 of these factors shall be considered determinative of a job's overall
 16 worth. These factors shall be objectively determined, evaluated
 17 and used to establish *"[pay differentials]"* *"rates of pay"*
 17A between titles.
- 18 c. "Department" means the Department of Civil Service.
- 19 d. "President" means the President of the Civil Service Com-
 20 mission.
- 21 *"e. "Task Force" means the Task Force on Equitable Com-
 22 pensation as established by this act."*
- 1 3. The Task Force on Equitable Compensation shall *"as to re-
 2 viewable titles"*:
- 3 a. *"[Utilize]"* *"Consider"* the Commission on Sex Discrimi-
 4 nation in the Statutes' report *"[and analysis of job and salary
 5 classifications]"* *"An Analysis of Wage Discrimination in New
 6 Jersey State Service"* as a basis for further research;
- 7 b. Recommend *"[standards for compensable factors]"* *"mod-
 8 ification of compensable factors to achieve equitable pay"*;
- 9 c. Reevaluate the title evaluation and wage setting process, as
 10 currently utilized by the department, *"[for evidence of wage dis-
 11 crimination in the reviewable titles]"* *"to achieve equitable pay
 12 in the reviewable titles"*;
- 13 d. Review the State compensation plan and recommend any
 14 changes in the current salary range determination mechanisms
 15 *"[and recommend revisions in the compensation rates as re-
 16 quired in order to achieve an equitable pay structure]"*; and
- 17 e. *"[Cooperate in the fiscal implementation of an equitable pay
 18 structure but not recommend that wages be lowered to achieve an*

19 equitable pay structure]” •• Assist in the development of an
 20 fiscal implementation plan pursuant to this act, but not recommend
 21 that wages be lowered to achieve pay equity;” ••

22 •• f. This section shall not be construed to affect the existing au-
 23 thority of the Civil Service Commission. ••

1 •• [4. The task force shall submit interim reports of its findings,
 2 the first of which will be no later than six months after the effective
 3 date of this act, with the assistance of the Civil Service Commis-
 4 sion, to the Governor and to the Legislature. •• The recommendations
 5 contained in the interim reports of the task force shall be acted upon
 6 by the Legislature within sixty days of the receipt thereof. •• Interim
 7 reports following the first and those thereafter shall be submitted
 8 to the Governor and the Legislature within six months or less of
 9 appropriate action taken on the preceding report.]” ••

1 •• 4. The task force shall submit an interim report of its find-
 2 ings and recommendations, no later than six months from the effec-
 3 tive date of this act, to the Governor, the Civil Service Commis-
 4 sion, and to the Legislature. The Civil Service Commission shall
 5 act on the interim report within 30 days of the receipt thereof by
 6 filing a report with fiscal recommendations to the Governor and to
 7 the Legislature. Any fiscal recommendations contained in the
 8 interim report of the task force and the corresponding reports of
 9 the Civil Service Commission shall be acted upon by the Legis-
 10 lature within 60 days of the receipt of the Civil Service Commis-
 11 sion’s report; provided, however, that if the Civil Service Com-
 12 mission fails to act within the prescribed 30 day period, the
 13 Legislature shall act upon the task force’s report as if the Civil
 14 Service Commission’s report was filed on the 30th day following
 15 receipt of the interim report. The task force shall continue work-
 16 ing after the submission of an interim report but shall not file any
 17 further interim reports until the most recently filed one has been
 18 acted upon by the Legislature as herein set forth.

19 The task force shall cease to function if appropriate legislative
 20 action has not been taken within five months of the submission of
 21 the interim report. The task force shall resume operations once
 22 appropriate Legislative action has been taken; provided, however,
 23 that if appropriate Legislative action has not been taken within
 24 12 months after the expiration of the five month period referred
 25 to above, the task force shall terminate. ••

1 5. a. There is created a Task Force on Equitable Compensation
 2 in but not of the department •• [herein referred to as the “task
 3 force.”]” •• •• The task force shall consist of •• [16]” •• •• 21” ••
 4 members: The President of the Civil Service Commission: the

5 Public Advocate; ***the Commissioner of Labor;* the Directors of
 6 the Division of Classification and Compensation in the Department
 7 of Civil Service, the Division on Civil Rights in the Department of
 8 Law and Public Safety, ***[and]*** the Division on Women in the
 9 Department of Community Affairs, ***and the Director of the Office*
 10 *of Employee relations,*** or their designees; two members of the
 11 Senate, to be appointed by the President of the Senate, no more
 12 than one of whom shall be of the same political party; two mem-
 13 bers of the General Assembly, to be appointed by the Speaker, no
 14 more than one of whom shall be of the same political party;
 15 ***[five]** ***eight**** public members, appointed by the Governor,
 16 no more than ***[three]** ***four**** of whom shall be members of
 17 the same political party^{**} [, three of whom shall be experts in the
 18 area of compensation, wage and salary administration or wage dis-
 19 crimination law]^{**}; and one representative from each of the two
 19A major collective bargaining unions representing classified em-
 19B ployees in the executive branch of State government, appointed by
 19C the Governor.

20 Vacancies in the membership of the task force shall be filled in the
 21 same manner as original appointments were made. Members shall
 22 continue to serve until their successors are appointed. Members
 23 shall serve without compensation but shall be reimbursed for
 24 reasonable expenses incurred in the performance of their duties.

25 In the performance of its duties, the task force shall be authorized
 26 to appoint a full-time executive director who shall be the chief
 27 administrative officer. The executive director shall serve at the
 28 pleasure of the task force, and shall be a person qualified by train-
 29 ing and experience to perform the duties of the office. The task
 30 force shall be entitled to avail itself of the services of the employees
 31 of any State, county or municipal department, board, bureau, com-
 32 mission or agency as it may require and as may be available to it
 33 for said purpose, and to employ counsel and stenographic and
 34 clerical assistants and incur traveling and other miscellaneous
 35 expenses as it may deem necessary, in order to perform its duties,
 36 and as may be within the limits of funds appropriated or otherwise
 37 made available to it for these purposes. The Governor shall desig-
 38 nate one member of the task force to serve as chairperson.

39 A simple majority of the members of the task force shall consti-
 40 tute a quorum, the presence of which at any meeting thereof duly
 41 called by the chairperson of the task force, or upon the request of
 42 ***[any three members]** ***a simple majority of the members****,
 43 of the task force, shall have authority to act upon and resolve in the
 44 name of the task force any matter brought to its attention. ***No*

45 *interim or final report shall be issued to the Governor, Legislature,*
46 *or Civil Service Commission unless approved by a majority of the*
47 *voting members of the task force.***

48 b. The task force may:

49 (1) Contract for such experts and technical or professional ser-
50 vices which have ****[a demonstrated]**** ***an*** ability to under-
51 take and complete ****[an equitable compensation study as may be**
52 **required for the completion of]**** the tasks described in section 3
53 of this act;

54 (2) Review any matter relating to the job evaluation and wage-
55 setting process ***of reviewable titles*** and transmit such recom-
56 mendations thereon to the department; and

57 (3) Hold public meetings or hearings within this State on any
58 matter related to the State service job evaluation and wage-setting
59 process ***involving reviewable titles***.

1 6. There is appropriated from the General Fund to the Depart-
2 ment of Civil Service the sum of ****[\$150,000.00]**** ***\$300,000.00***
3 to fund the activities of the task force.

1 7. This act shall take effect on the ****[90th]**** ***45th*** day
2 following its enactment ***and shall terminate three years from the*
3 *effective date***.

Appendix B

Titles Meeting Legislative Criteria for Review

Series Meeting Legislative Criteria for Review
Partial List

Titles Receiving Wage Increases - February 1986

TITLES MEETING LEGISLATIVE
CRITERIA FOR REVIEW

Academic Advisor 2
Accident Record Clerk
Accountant 1
Administrative Analyst 1
Administrative Assistant 2
Administrative Assistant 3
Administrator of Investigations Law and Public Safety
Agricultural Products Agent 2
Aide Commission for the Blind and Visually Impaired
Analyst 2 Health Care Facilities
Area Supervisor Highway Maintenance
Armorer 1
Armorer 2
Armorer 3
Armorer 4
Assistant Chief Investigator Office of the Public Defender
Assistant Deputy Public Defender 1
Assistant Director of Nursing Services 1
Assistant Engineer in Charge Maintenance 1
Assistant Engineer in Charge Maintenance 2
Assistant Engineer Materials
Assistant Engineer Transportation
Assistant Environmental Engineer
Assistant Food Service Supervisor 2
Assistant Foreman Highway Maintenance M/W
Assistant Foreman Mechanic M/W
Assistant Forester
Assistant Housekeeping Supervisor 1
Assistant Housekeeping Supervisor 2
Assistant Institution Fire Chief
Assistant Storekeeper
Assistant Superintendent 1 Corrections
Assistant Supervising Medical Security Officer
Assistant Supervisor Motor Vehicle Inspection Station
Audit Account Clerk
Auditor 1

Auditor 2
Auditor 2 Taxation
Auditor 3
Auditor 3 Taxation
Automotive Mechanic
Barber
Bridge Operator
Bridge Repairer 1 Transportation
Bridge Repairer 2 Transportation
Budget Analyst 1
Building Maintenance Worker
Bus Driver
Calculating Machine Operator
Captain
Caretaker Environmental Protection
Carpenter
Case File Evaluator
Chaplain
Chief Bridge Operator
Chief Operating Engineer 2
Chief Ranger Child Support and Paternity Specialist 2
Civil Engineer Trainee
Claims Adjudicator 3 Disability Determinations
Claims Examiner
Clerk
Clerk Bookkeeper
Clerk Driver
Clerk Stenographer A
Clerk Transcriber
Clerk Typist
Clinical Psychiatrist 1
Clinical Specialist in Psychiatric Nursing
Computer Operator 1
Computer Operator 3
Conservation Officer
Construction Repairer 1 Transportation
Construction Repairer 2 Transportation
Cook
Correction Captain
Correction Lieutenant
Correction Sergeant
Cottage Training Supervisor
Cottage Training Technician
County School Business Administrator

Data Entry Machine Operator
Data Processing Analyst 1
Data Processing Librarian 2
Data Processing Systems Programmer 1
Day Care Aide
Day Care Center Technician
Day Care Center Worker Youth and Family Services
Day Care Counselor Assistant
Dean
Demonstration Teacher
Dental Assistant 1
Dentist 1
Deputy Attorney General 1
Deputy Attorney General 2
Deputy Public Defender 1
Deputy Public Defender 2
Detective Sergeant
Detective Sergeant First Class
Dining Halls Supervisor
District Office Manager 2 Youth and Family Services
Driver License Technician
Education Program Assistant
Education Program Specialist 1
Education Specialist 1 Mental Retardation
Electrical Foreman M/W
Electrical Mechanic 1
Electrician
Employment and Training Specialist 1
Engineer in Charge Maintenance 1
Engineering Aide 1
Engineering Aide 1 Materials
Engineering Aide 2
Engineering Aide 2 Materials
Engineering Technician PBA
Environmental Compliance Investigator 2
Environmental Specialist
Equipment Operator
Examiner Disability Insurance
Examiner Motor Vehicles
Examiner Unemployment Tax
Executive Assistant 1
Executive Assistant 2
Family Service Specialist 2
Family Service Specialist 3

Field Representative Housing
Field Representative Wage and Hour Compliance
Field Representative 3 Public Advocate
Fire Observer
Food Service Worker
Foreman Building Maintenance M/W
Foreman Building Maintenance Worker M/W
Foreman Carpenter M/W
Foreman Electrician M/W
Foreman Highway Maintenance M/W
Foreman Mechanic M/W
Foreman Painter M/W
Foreman Park Maintenance M/W
Foreman Plumber and Steamfitter M/W
Garage Foreman M/W
Graduate Nurse
Grounds Worker
Guard
Habilitation Plan Coordinator
Hairdresser
Head Audit Account Clerk
Head Bus Driver
Head Clerk
Head Clerk Bookkeeper
Head Cook 1
Head Cook 2
Head Cook 3
Head Cottage Training Supervisor
Head Data Entry Machine Operator
Head Drafting Technician
Head Grounds Worker
Head Housekeeper
Head Nurse
Health Care Facilities Evaluator 1
Human Services Assistant
Human Services Technician
Income Maintenance Technician
Inspector A B C
Inspector Multiple Dwellings
Institutional Charge Attendant
Institutional Telephone Operator
Institutional Trade Instructor 1
Institutional Trade Instructor 2

Instructor Commission For the Blind and Visually Impaired 10
month
Instructor Counselor
Instructor 1
Instructor 2
Investigator Motor Carries
Investigator 1 Taxation
Investigator 2 Division on Civil Rights
Investigator 2 Taxation
Investigator 3 Division on Civil Rights
Job Match Specialist 1
Job Match Specialist 2
Juvenile Officer
Learning Disabilities Specialist
Legal Secretary 1
Legal Secretary 2
Librarian 2
License Processor 2 Insurance
Lieutenant
Locksmith
Maintenance Worker 1 Environmental Protection
Maintenance Worker 1 P I P
Maintenance Worker 1 Transportation
Maintenance Worker 2 Transportation
Maintenance Worker/Driver
Manager 1
Manager 1 Employment Service
Marine Police Officer
Mason and Plasterer
Mechanic Helper
Mechanic Non-Automotive
Mechanical Equipment Specialist
Medical Security Officer
Medical Services Assistant
Medical Technologist
Microfilm Machine Operator
Motor Vehicle Operator 2
Nursing Services Clerk
Office Supervisor
Offset Machine Operator
Operating Engineer Heating and Air Conditioning
Operating Engineer 1
Operating Engineer 2
Operating Engineer-Repairman

Operator Refrigeration Services
Painter
Parole Officer
Patrol Officer
Patrol Sergeant
Pensions Counselor 3
Personnel Aide 1
Personnel Aide 2
Personnel Assistant 3
Personnel Assistant 4
Personnel Management Analyst 1
Personnel Management Analyst 3
Personnel Officer 1
Pharmacist
Physical Therapy Assistant
Physician Specialist 1
Physician Specialist 2
Physician 1
Planning Associate 1 Education
Plumber and Steamfitter
Police Officer
Police Officer P I P
Postal Clerk
Practical Nurse
President of Board
Principal Audit Account Clerk
Principal Biologist
Principal Clerk
Principal Clerk Bookkeeper
Principal Clerk Stenographer
Principal Clerk Transcriber
Principal Clerk Typist
Principal Clinical Psychologist
Principal Data Entry Machine Operator
Principal Drafting Technician
Principal Engineer Electrical
Principal Engineer Materials
Principal Engineer Planning
Principal Engineer Transportation
Principal Engineering Aide
Principal Engineering Aide Materials Testing Project
Principal Environmental Engineer
Principal Environmental Specialist
Principal Environmental Technician

Principal Field Representative Local Property Tax
Principal File Clerk
Principal Highway Inspector
Principal Homemaker Service Worker
Principal Investigator Office of the Public Defender
Principal Labor Market Analyst
Principal Laboratory Technician
Principal Library Assistant
Principal Occupational Therapist
Principal Offset Machine Operator
Principal Operator Automated Typewriter
Principal Payroll Clerk
Principal Right of Way Appraiser
Principal Right of Way Negotiator
Principal Social Service Aide
Principal Staff Officer 3 Department of Defense
Principal Statistical Clerk
Principal Stock Clerk
Principal Technician Management Information Systems
Procurement Specialist 1
Professor State Colleges
Program Analyst 1 Bureau of the Budget
Program Development Specialist 3
Program Specialist Alcohol Abuse Activities
Project Engineer Construction
Project Engineer, Surface Design
Project Manager Data Processing
Public Health Consultant 2
Public Health Representative 3
Ranger 1
Recreation Assistant
Regional Staff Nurse Medical Assistance
Rehabilitation Aide
Repairer
Research Scientist 1
Residential Living Specialist
Residential Services Supervisor 1 10 Months
Residential Services Worker
Right of Way Negotiator
Safety Inspector
Safety Specialist 1 Division of Motor Vehicles
Safety Specialist 2 Division of Motor Vehicles
Safety Specialist 3 Division of Motor Vehicles
Secretarial Assistant 1

Secretarial Assistant 2
Secretarial Assistant 3
Secretary
Secretary 2 Word Processing System
Secretary 3 Word Processing System
Section Supervisor Personnel Services
Security Officer
Senior Audit Account Clerk
Senior Biologist
Senior Bookkeeping Machine Operator
Senior Building Maintenance Worker
Senior Chemist
Senior Claims Examiner
Senior Clerk
Senior Clerk Bookkeeper
Senior Clerk Stenographer
Senior Clerk Transcriber
Senior Clerk Typist
Senior Correction Officer
Senior Data Entry Machine Operator
Senior Day Care Center Worker Youth and Family Services
Senior Dietitian
Senior Engineer Materials
Senior Engineer Planning
Senior Engineer Structural Evaluation
Senior Engineer Transportation
Senior Environmental Engineer
Senior Environmental Specialist
Senior Environmental Technician
Senior Field Representative Local Property Tax
Senior Field Representative State Lottery Sales
Senior File Clerk
Senior Food Service Worker
Senior Highway Inspector
Senior Income Maintenance Technician
Senior Industrial Assistant
Senior Inspector ABC
Senior Inspector Casino Control Commission
Senior Investigator Corrections
Senior Laboratory Technician
Senior Laundry Worker
Senior Library Assistant
Senior Mail Clerk
Senior Marine Police Officer

Senior Medical Security Officer
Senior Microfilm Machine Operator
Senior Occupational Therapist
Senior Offset Machine Operator
Senior Operator Automated Typewriter
Senior Parole Officer
Senior Payroll Clerk
Senior Planner Transportation
Senior Postal Clerk
Senior Repairer
Senior Right of Way Appraiser
Senior Right of Way Negotiator
Senior Sanitarian
Senior Security Officer
Senior Social Service Aid
Senior Statistical Clerk
Senior Stock Clerk
Senior Therapy Program Assistant
Senior Traffic Investigator
Senior Unemployment Insurance Clerk
Senior Wildlife Worker
Senior Youth Worker
Sergeant
Sergeant Campus Patrol
Sergeant First Class
Sewing Worker
Speech Therapist 1
Speech Therapist 2
Staff Assistant 1 Department of Defense
Staff Assistant 2 Department of Defense
State Investigator 1 Law and Public Safety
State Investigator 2 Law and Public Safety
State Investigator 3 Law and Public Safety
State Investigator 4 Law and Public Safety
Storekeeper 1
Storekeeper 2
Stores Clerk
Superintendent Parks and Recreation 2
Superintendent Residential Group Center
Supervising Accountant
Supervising Administrative Analyst
Supervising Auditor
Supervising Auditor Taxation
Supervising Engineer 2 Surface Design

Supervising Environmental Engineer
Supervising Environmental Specialist
Supervising Family Service Specialist 1
Supervising Family Service Specialist 2
Supervising Health Care Facilities Evaluator
Supervising Investigator Taxation
Supervising Payroll Clerk
Supervising Program Development Specialist
Supervisor Motor Vehicle Inspection Station
Supervisor of Accounts
Supervisor of Educational Programs 1
Supervisor of Nursing Services
Supervisor of Stenographic Services 1
Supervisor 2 Word Processing Center
Supply Support Technician 1
Supply Support Technician 3
Teacher 1 12 Months
Teaching Assistant
Technical Assistant Civil Service 1
Technical Assistant Civil Service 2
Technical Assistant Civil Service 3
Technician Management Information Systems
Telephone Operator
Telephone Operator Typist
Therapist Music
Therapy Aide
Therapy Program Assistant
Training Assistant
Trooper
Trooper 1
Trooper 2
Truck Driver
Unemployment Insurance Clerk
Unemployment Insurance Technician 2
Unemployment Insurance Technician 3
Vault Clerk
Veterans Services Officer
Welder
Word Processing Specialist 1
Word Processing Specialist 2
Word Processing Specialist 3
X-Ray Technician
Youth Work Supervisor
Youth Worker

SERIES MEETING LEGISLATIVE CRITERIA FOR REVIEW
PARTIAL LIST

PHYSICIAN SPECIALIST 2
PHYSICIAN SPECIALIST 1

PHYSICIAN 1

ANALYST 2 RESEARCH AND EVALUATION HEALTH

ANALYST 2 HEALTH CARE FACILITIES

CLINICAL PSYCHIATRIST 1

CLINICAL SPECIALIST IN PSYCHIATRIC NURSING

DENTAL AIDE
DENTAL ASSISTANT 2
DENTAL HYGIENIST
DENTAL ASSISTANT 1
DENTAL MECHANIC
DENTAL LABORATORY TECHNICIAN
CHIEF DENTAL LABORATORY TECHNICIAN
DENTAL HYGIENIST 2
DENTAL HYGIENIST 1
DENTIST 1

PHARMACY ASSISTANT
ASSISTANT PHARMACIST
PHARMACIST
CLINICAL PHARMACIST
SUPERVISOR OF PHARMACEUTICAL SERVICES 2
SUPERVISOR OF PHARMACEUTICAL SERVICES 1
REGIONAL PHARMACEUTICAL CONSULTANT MEDICAL ASSISTANCE
COORDINATOR OF PHARMACEUTICAL SERVICES HUMAN SERVICES

SENIOR CLINICAL PSYCHOLOGIST
PRINCIPAL CLINICAL PSYCHOLOGIST
PSYCHOLOGY RESIDENT
STAFF CLINICAL PSYCHOLOGIST 3
STAFF CLINICAL PSYCHOLOGIST 2
STAFF CLINICAL PSYCHOLOGIST 1

LEARNING DISABILITIES SPECIALIST
CHEMIST TRAINEE
CHEMIST
SENIOR CHEMIST

PRINCIPAL CHEMIST
SUPERVISING CHEMIST

BIOLOGIST TRAINEE
PRINCIPAL BIOLOGIST

CLINICAL LABORATORY TECHNICIAN
SENIOR CLINICAL LABORATORY TECHNICIAN

ASSISTANT CLINICAL LABORATORY EVALUATOR
CLINICAL LABORATORY EVALUATOR 2
CLINICAL LABORATORY EVALUATOR 1
SUPERVISING CLINICAL LABORATORY EVALUATOR

LABORATORY TECHNICIAN
SENIOR LABORATORY TECHNICIAN
PRINCIPAL LABORATORY TECHNICIAN
SUPERVISING LABORATORY TECHNICIAN
LABORATORY SERVICE WORKER
SENIOR LABORATORY SERVICE WORKER
PRINCIPAL LABORATORY SERVICE WORKER
SUPERVISING LABORATORY SERVICE WORKER
SUPERVISOR LABORATORY SUPPORT SERVICES PROGRAM
SUPERVISOR LABORATORY RECEIVING AND RECORDS
LABORATORY ASSISTANT
SENIOR LABORATORY ASSISTANT
MORGUE TECHNICIAN

PRINCIPAL MEDICAL TECHNOLOGIST
SENIOR MEDICAL TECHNOLOGIST
MEDICAL TECHNOLOGIST
SUPERVISING MEDICAL TECHNOLOGIST

FORESTRY TECHNICIAN
FORESTER TRAINEE
FORESTER
ASSISTANT REGIONAL FORESTER
REGIONAL FORESTER
SUPERVISING FORESTER
SUPERINTENDENT PARKS AND FORESTRY 4
SUPERINTENDENT PARKS AND FORESTRY 3
SUPERINTENDENT PARKS AND FORESTRY 2
SUPERINTENDENT PARKS AND FORESTRY 1
REGIONAL MAINTENANCE COORDINATOR
ASSISTANT REGIONAL SUPERINTENDENT PARKS AND FORESTRY
REGIONAL SUPERINTENDENT PARKS AND FORESTRY

SANITARIAN TRAINEE
SANITARIAN
SENIOR SANITARIAN
PRINCIPAL SANITARIAN

RESEARCH SCIENTIST 1

RECREATION AIDE
RECREATION ASSISTANT
RECREATION TRAINEE
ASSISTANT SUPERVISOR OF RECREATION
SUPERVISOR OF RECREATION
THERAPY AIDE
THERAPY PROGRAM ASSISTANT
SENIOR THERAPY PROGRAM ASSISTANT

BEHAVIOR MODIFICATION PROGRAM TECHNICIAN

SPEECH THERAPIST TRAINEE
SPEECH THERAPIST 2
SPEECH THERAPIST 1

THERAPIST MUSIC
SUPERVISOR OF MUSIC THERAPY

OCCUPATIONAL THERAPY ASSISTANT
OCCUPATIONAL THERAPIST TRAINEE
OCCUPATIONAL THERAPIST
SENIOR OCCUPATIONAL THERAPIST
PRINCIPAL OCCUPATIONAL THERAPIST
DIRECTOR OF OCCUPATIONAL THERAPY

SUPERVISOR OF REHABILITATIVE SERVICES

REHABILITATION CONSULTANT

PHYSICAL THERAPY ASSISTANT
PHYSICAL THERAPIST
SENIOR PHYSICAL THERAPIST
SUPERVISOR OF PHYSICAL THERAPY
PRINCIPAL PHYSICAL THERAPIST

THERAPIST PSYCHODRAMA

THERAPIST MOVEMENT

THERAPIST ART

NURSING SERVICES CLERK
SURGICAL TECHNICIAN
OPERATING ROOM TECHNICIAN
GRADUATE NURSE
HEAD NURSE
SUPERVISOR OF NURSING SERVICES
DIRECTOR OF NURSING SERVICES CORRECTIONS
ASSISTANT DIRECTOR OF NURSING SERVICES NURSING HOMES
DIRECTOR OF NURSING SERVICES GLEN GARDNER
DIRECTOR OF NURSING SERVICES SOLDIERS HOME
INSTRUCTOR OF NURSING
DIRECTOR OF NURSING SERVICES 2
REGIONAL STAFF NURSE MEDICAL ASSISTANCE
REGIONAL NURSE SUPERVISOR MEDICAL ASSISTANCE

OCCUPATIONAL HEALTH CONSULTANT 3
OCCUPATIONAL HEALTH CONSULTANT 2
OCCUPATIONAL HEALTH CONSULTANT 1
OCCUPATIONAL HEALTH NURSE
SUPERVISOR OF OCCUPATIONAL HEALTH SERVICES

CLINIC NURSE
SENIOR CLINIC NURSE

HEALTH CARE SERVICES EVALUATOR FAMILY PLANNING

CAMP NURSE

EYE HEALTH NURSE

PUBLIC HEALTH EPIDEMIOLOGIST

PUBLIC HEALTH PROJECT NURSE

FIELD REPRESENTATIVE BOARD OF NURSING

INSTITUTIONAL CHARGE ATTENDANT
SUPERVISOR OF INSTITUTIONAL ATTENDANTS

HUMAN SERVICES TECHNICIAN
HUMAN SERVICES ASSISTANT

PROGRAM AIDE A HARRY MOORE SCHOOL-10 MONTHS

COTTAGE SUPERVISOR 1
HEAD COTTAGE SUPERVISOR
COTTAGE TRAINING TECHNICIAN TRAINEE
COTTAGE TRAINING TECHNICIAN

COTTAGE TRAINING SUPERVISOR
HEAD COTTAGE TRAINING SUPERVISOR
RESIDENTIAL LIVING SPECIALIST
RESIDENTIAL SERVICES SUPERVISOR 2
RESIDENTIAL SERVICES SUPERVISOR 1
ADMINISTRATIVE SUPERVISOR RESIDENTIAL SERVICES
RESIDENTIAL SERVICES WORKER
RESIDENTIAL SERVICES SPECIALIST 3
RESIDENTIAL SERVICES SPECIALIST 2
RESIDENTIAL SERVICES SPECIALIST 1
SUPERVISING RESIDENTIAL SERVICES SPECIALIST
SUPERVISOR OF RESIDENT LIVING DEVELOPMENTAL

ASSISTANT ENGINEER TRANSPORTATION
SENIOR ENGINEER TRANSPORTATION
PRINCIPAL ENGINEER TRANSPORTATION

PROJECT ENGINEER SURFACE DESIGN
SUPERVISING ENGINEER 2 SURFACE DESIGN
SUPERVISING ENGINEER 1 SURFACE DESIGN
SUPERVISING ENGINEER SURFACE DESIGN
CHIEF BUREAU OF SURFACE DESIGN TRANSPORTATION

CHIEF BUREAU OF ENGINEERING SERVICES ROADWAY
ASSISTANT CHIEF ENGINEER ROADWAY DESIGN

SENIOR ENGINEER STRUCTURAL EVALUATION
PRINCIPAL ENGINEER STRUCTURAL EVALUATION
PROJECT ENGINEER STRUCTURAL EVALUATION
SUPERVISING ENGINEER STRUCTURAL EVALUATION

HIGHWAY INSPECTOR
SENIOR HIGHWAY INSPECTOR
ASSISTANT HIGHWAY INSPECTOR
PRINCIPAL HIGHWAY INSPECTOR

PROJECT ENGINEER CONSTRUCTION
REGIONAL CONSTRUCTION ENGINEER
SUPERVISING ENGINEER CONSTRUCTION

TRAFFIC INVESTIGATOR
SENIOR TRAFFIC INVESTIGATOR
PRINCIPAL TRAFFIC INVESTIGATOR
SUPERVISOR TRAFFIC INVESTIGATIONS

PLANNER TRANSPORTATION
SENIOR PLANNER TRANSPORTATION
PRINCIPAL PLANNER TRANSPORTATION

SUPERVISING PLANNER TRANSPORTATION

ENVIRONMENTAL SPECIALIST
SENIOR ENVIRONMENTAL SPECIALIST
PRINCIPAL ENVIRONMENTAL SPECIALIST

ASSISTANT ENGINEER PLANNING
SENIOR ENGINEER PLANNING
PRINCIPAL ENGINEER PLANNING
PROJECT ENGINEER PLANNING

CHIEF BUREAU OF TRANSPORTATION STRUCTURES RESEARCH

PRINCIPAL ENGINEERING AIDE MATERIALS TESTING PROJECT
ENGINEERING AIDE 2 MATERIALS
ENGINEERING AIDE 1 MATERIALS
SUPERVISING ENGINEERING AIDE MATERIALS
ASSISTANT ENGINEER MATERIALS PROJECT INSPECTION
ASSISTANT ENGINEER MATERIALS
SENIOR ENGINEER MATERIALS
PRINCIPAL ENGINEER MATERIALS
PROJECT ENGINEER MATERIALS

DRAFTING TECHNICIAN
SENIOR DRAFTING TECHNICIAN
PRINCIPAL DRAFTING TECHNICIAN
HEAD DRAFTING TECHNICIAN

ENGINEERING AIDE TRAINEE
ENGINEERING AIDE 2
ENGINEERING AIDE 1
PRINCIPAL ENGINEERING AIDE
CHIEF OF SURVEY PARTY
SUPERVISING ENGINEERING AIDE
SENIOR ENGINEER STRUCTURAL
PRINCIPAL ENGINEER STRUCTURAL

CIVIL ENGINEER TRAINEE
ASSISTANT ENGINEER CIVIL
SENIOR ENGINEER CIVIL
PRINCIPAL ENGINEER CIVIL
ASSISTANT SUPERVISING ENGINEER CIVIL

PLUMBING INSPECTOR
SENIOR PLUMBING INSPECTOR
PRINCIPAL PLUMBING INSPECTOR

ELECTRICAL INSPECTOR

SENIOR ELECTRICAL INSPECTOR
PRINCIPAL ELECTRICAL INSPECTOR

DISTRICT SUPERVISOR CONSTRUCTION INSPECTION

ADMINISTRATOR NATURAL LANDS MANAGEMENT
ADMINISTRATOR PARKS STAFF AND SUPPORT MANAGEMENT

ASSISTANT DIRECTOR FORESTRY SERVICES STATE FORESTER
ASSISTANT DIRECTOR STATE PARK SERVICES
CHIEF BUREAU OF PARKS MANAGEMENT
CHIEF BUREAU OF FOREST MANAGEMENT

ASSISTANT ENVIRONMENTAL TECHNICIAN
ENVIRONMENTAL TECHNICIAN
SENIOR ENVIRONMENTAL TECHNICIAN
PRINCIPAL ENVIRONMENTAL TECHNICIAN
SUPERVISING ENVIRONMENTAL TECHNICIAN

ENVIRONMENTAL SPECIALIST TRAINEE
ENVIRONMENTAL SPECIALIST
SENIOR ENVIRONMENTAL SPECIALIST
PRINCIPAL ENVIRONMENTAL SPECIALIST
SUPERVISING ENVIRONMENTAL SPECIALIST

CHIEF OFFICE OF ENVIRONMENTAL REVIEW

ENVIRONMENTAL COMPLIANCE INVESTIGATOR 3
ENVIRONMENTAL COMPLIANCE INVESTIGATOR 2
ENVIRONMENTAL COMPLIANCE INVESTIGATOR 1
SUPERVISING ENVIRONMENTAL COMPLIANCE INVESTIGATOR

ENVIRONMENTAL ENGINEER TRAINEE
ASSISTANT ENVIRONMENTAL ENGINEER
SENIOR ENVIRONMENTAL ENGINEER
PRINCIPAL ENVIRONMENTAL ENGINEER
SUPERVISING ENVIRONMENTAL ENGINEER
PROJECT ENGINEER ENVIRONMENTAL

CHEMICAL SAFETY ENGINEER

ELECTRICAL ENGINEER TRAINEE
ASSISTANT ENGINEER ELECTRICAL
SENIOR ENGINEER ELECTRICAL
PRINCIPAL ENGINEER ELECTRICAL
ASSISTANT SUPERVISING ENGINEER ELECTRICAL

ASSISTANT SAFETY INSPECTOR

SAFETY INSPECTOR
SENIOR SAFETY INSPECTOR
PRINCIPAL SAFETY INSPECTOR

X-RAY TECHNICIAN
SUPERVISOR OF X-RAY TECHNICIANS

AGENCY AIDE

CLERK
SENIOR CLERK
PRINCIPAL CLERK
HEAD CLERK

EDUCATION PROGRAM ASSISTANT 2
EDUCATION PROGRAM ASSISTANT 1

RECEPTIONIST

CLERK DRIVER

MESSENGER
BUS DRIVER
HEAD BUS DRIVER

SUPERVISOR OF POSTAL SERVICES
POSTAL CLERK
SENIOR POSTAL CLERK
PRINCIPAL POSTAL CLERK
SUPERVISOR OF POSTAL SERVICES HUMAN SERVICES
MAIL CLERK
SENIOR MAIL CLERK
PRINCIPAL MAIL CLERK
SUPERVISOR OF MAILS
ASSISTANT CHIEF MAIL SECTION
CHIEF MAIL SECTION

SENIOR VAULT CLERK
PRINCIPAL VAULT CLERK
HEAD VAULT CLERK
VAULT CLERK

SENIOR FILE CLERK
PRINCIPAL FILE CLERK
HEAD FILE CLERK

STATISTICAL CLERK
SENIOR STATISTICAL CLERK

PRINCIPAL STATISTICAL CLERK
HEAD STATISTICAL CLERK

EMPLOYMENT SECURITY CLERK

MORTALITY CODING CLERK 3
MORTALITY CODING CLERK 2
MORTALITY CODING CLERK 1
CODING CLERK

MEDICAL RECORDS TECHNICIAN
MEDICAL RECORDS SUPERVISOR
MEDICAL SERVICES ASSISTANT

SENIOR MEDICAL CLAIMS REVIEW CLERK
SUPERVISOR MEDICAL CLAIMS REVIEW SECTION

CLERK BOOKKEEPER
SENIOR CLERK BOOKKEEPER
PRINCIPAL CLERK BOOKKEEPER
HEAD CLERK BOOKKEEPER

AUDIT ACCOUNT CLERK
SENIOR AUDIT ACCOUNT CLERK
PRINCIPAL AUDIT ACCOUNT CLERK
HEAD AUDIT ACCOUNT CLERK

SENIOR ACCIDENT RECORD REVIEWER
ACCIDENT RECORD REVIEWER
PRINCIPAL ACCIDENT RECORD REVIEWER
HEAD ACCIDENT RECORD REVIEWER

COMMUNICATIONS OPERATOR
SENIOR COMMUNICATIONS OPERATOR

TELEPHONE OPERATOR TYPIST
RELIEF TELEPHONE OPERATOR
INSTITUTIONAL TELEPHONE OPERATOR
TELEPHONE OPERATOR
SENIOR TELEPHONE OPERATOR
SUPERVISING TELEPHONE OPERATOR
SENIOR OPERATOR STATE OFFICE CENTREX SYSTEM
STATE OFFICE CENTREX OPERATOR
ASSISTANT SUPERVISOR STATE OFFICE CENTREX SYSTEMS
SUPERVISOR STATE OFFICE CENTREX SYSTEMS

OFFICE SUPERVISOR

MICROFILM SEARCHER
MICROFILM MACHINE OPERATOR
SENIOR MICROFILM MACHINE OPERATOR
PRINCIPAL MICROFILM MACHINE OPERATOR
HEAD MICROFILM MACHINE OPERATOR

DRIVER LICENSE TECHNICIAN

OFFICE APPLIANCE OPERATOR
SENIOR OFFICE APPLIANCE OPERATOR
PRINCIPAL OFFICE APPLIANCE OPERATOR

BOOKKEEPING MACHINE OPERATOR
SENIOR BOOKKEEPING MACHINE OPERATOR
PRINCIPAL BOOKKEEPING MACHINE OPERATOR

CALCULATING MACHINE OPERATOR
SENIOR CALCULATING MACHINE OPERATOR
PRINCIPAL CALCULATING MACHINE OPERATOR

OFFSET MACHINE TRAINEE
OFFSET MACHINE OPERATOR
SENIOR OFFSET MACHINE OPERATOR
PRINCIPAL OFFSET MACHINE OPERATOR
HEAD OFFSET MACHINE OPERATOR

ADDRESSOGRAPH MACHINE OPERATOR
SENIOR ADDRESSOGRAPH MACHINE OPERATOR

VARI-TYPIST
SENIOR VARI-TYPIST

WORD PROCESSING SPECIALIST TRAINEE
WORD PROCESSING SPECIALIST 3
WORD PROCESSING SPECIALIST 2
WORD PROCESSING SPECIALIST 1

OPERATOR AUTOMATED TYPEWRITER
SENIOR OPERATOR AUTOMATED TYPEWRITER
PRINCIPAL OPERATOR AUTOMATED TYPEWRITER

CLERK TYPIST
SENIOR CLERK TYPIST
PRINCIPAL CLERK TYPIST

TECHNICAL ASSISTANT AGRICULTURE

CLERK TRANSCRIBER

SENIOR CLERK TRANSCRIBER
PRINCIPAL CLERK TRANSCRIBER

KEYBOARD OPERATOR TELECOMMUNICATIONS
SENIOR KEYBOARD OPERATOR TELECOMMUNICATIONS
PRINCIPAL KEYBOARD OPERATOR TELECOMMUNICATIONS

CLERK STENOGRAPHER A
CLERK STENOGRAPHER B
SENIOR CLERK STENOGRAPHER
PRINCIPAL CLERK STENOGRAPHER

SUPERVISOR OF STENOGRAPHIC SERVICES 2
SUPERVISOR OF STENOGRAPHIC SERVICES 1

SECRETARIAL ASSISTANT 3
SECRETARIAL ASSISTANT 2
SECRETARIAL ASSISTANT 1

LEGAL SECRETARY 2
LEGAL SECRETARY 1

COURT CLERK STATE GRAND JURY

COORDINATOR SECRETARIAL SUPPORT SERVICES LAW AND PUBLIC
SAFETY

ASSISTANT SUPERVISOR OF LEGAL SECRETARIAL SERVICES
SUPERVISOR OF LEGAL SECRETARIAL SERVICES
ASSISTANT CHIEF SECRETARIAL SERVICES DIVISION OF
PENSIONS
CHIEF SECRETARIAL SERVICES DIVISION OF PENSIONS

SUPERVISOR 2 WORD PROCESSING CENTER
SUPERVISOR 1 WORD PROCESSING CENTER

PAYROLL CLERK
SENIOR PAYROLL CLERK
PRINCIPAL PAYROLL CLERK
SUPERVISING PAYROLL CLERK
SUPERVISOR PERSONNEL RECORDS AND PAYROLL PROCESSING 3
SUPERVISOR PERSONNEL RECORDS AND PAYROLL PROCESSING 2
SUPERVISOR PERSONNEL RECORDS AND PAYROLL PROCESSING 1
SUPERVISOR OF ACCOUNTS

SUPERVISOR OF REVOCATIONS AND RESTORATIONS MOTOR
VEHICLES

OFFICE ASSISTANT PARK SERVICES 2
OFFICE ASSISTANT PARK SERVICES 1

TECHNICAL PROGRAM ASSISTANT CIVIL SERVICE

TECHNICAL ASSISTANT RULES PROMULGATION OAL

TECHNICAL ASSISTANT CIVIL SERVICE 3
TECHNICAL ASSISTANT CIVIL SERVICE 2
TECHNICAL ASSISTANT CIVIL SERVICE 1
TECHNICAL ASSISTANT 2 COMMERCE AND ECONOMIC DEVELOPMENT
TECHNICAL ASSISTANT 1 COMMERCE AND ECONOMIC DEVELOPMENT
TECHNICAL ASSISTANT AFFIRMATIVE ACTION
TECHNICAL ASSISTANT EXHIBITS
TECHNICAL ASSISTANT PERSONNEL

DEPUTY ATTORNEY GENERAL 2
DEPUTY ATTORNEY GENERAL 1

FIELD REPRESENTATIVE 3 PUBLIC ADVOCATE
FIELD REPRESENTATIVE 2 PUBLIC ADVOCATE
FIELD REPRESENTATIVE 1 PUBLIC ADVOCATE
SUPERVISOR OF FIELD REPRESENTATIVES PUBLIC ADVOCATE

ASSISTANT PUBLIC DEFENDER
DEPUTY PUBLIC DEFENDER 2
DEPUTY PUBLIC DEFENDER 1
ASSISTANT DEPUTY PUBLIC DEFENDER 1

POLICE OFFICER
SENIOR POLICE OFFICER
HIGHWAY PATROL OFFICER
SERGEANT HIGHWAY PATROL BUREAU
LIEUTENANT HIGHWAY PATROL BUREAU
CAPTAIN HIGHWAY PATROL BUREAU
MARINE POLICE OFFICER
SENIOR MARINE POLICE OFFICER
PRINCIPAL MARINE POLICE OFFICER
CHIEF BUREAU OF MARINE LAW ENFORCEMENT
CONSERVATION OFFICER 3
CONSERVATION OFFICER 2
CONSERVATION OFFICER 1
CHIEF CONSERVATION OFFICER
RANGER TRAINEE
RANGER 2
RANGER
CHIEF RANGER 2
CHIEF RANGER 1

FOREST FIRE OBSERVER
INSTITUTION FIRE CHIEF
ASSISTANT INSTITUTION FIRE CHIEF
INSPECTOR FIRE SAFETY
SENIOR INSPECTOR FIRE SAFETY
PRINCIPAL INSPECTOR FIRE SAFETY
SUPERVISOR FIRE SAFETY CODE INSPECTIONS

PATROL OFFICER
PATROL SERGEANT
SUPERVISING PATROL OFFICER

SECURITY OFFICER
SENIOR SECURITY OFFICER
ASSISTANT CHIEF SECURITY OFFICER
CHIEF SECURITY OFFICER
CAMPUS POLICE OFFICER
SERGEANT CAMPUS PATROL
LIEUTENANT CAMPUS POLICE

SENIOR GUARD
GUARD

POLICE OFFICER HUMAN SERVICES
POLICE SERGEANT HUMAN SERVICES
POLICE CHIEF HUMAN SERVICES
POLICE LIEUTENANT HUMAN SERVICES
REGIONAL POLICE COMMANDER
POLICE OFFICER P I P
POLICE SERGEANT PIP
POLICE LIEUTENANT PIP

CORRECTION OFFICER RECRUIT
SENIOR CORRECTION OFFICER
CORRECTION SERGEANT
CORRECTION LIEUTENANT
CORRECTION CAPTAIN
SENIOR INVESTIGATOR CORRECTIONS

SENIOR INTERSTATE ESCORT OFFICER
SUPERVISING INTERSTATE ESCORT OFFICER

DEPUTY KEEPER

MEDICAL SECURITY OFFICER TRAINEE
MEDICAL SECURITY OFFICER
ASSISTANT SUPERVISING MEDICAL SECURITY OFFICER
SUPERVISING MEDICAL SECURITY OFFICER

DIRECTOR OF MEDICAL SECURITY
SENIOR MEDICAL SECURITY OFFICER

COTTAGE WORKER

JUVENILE OFFICER RECRUIT
JUVENILE OFFICER
HEAD JUVENILE OFFICER
ASSISTANT SUPERVISING JUVENILE OFFICER
SUPERVISING JUVENILE OFFICER

INSPECTOR A B C
SENIOR INSPECTOR A B C

INVESTIGATOR AIDE OFFICE OF THE PUBLIC DEFENDER
INVESTIGATOR OFFICE OF THE PUBLIC DEFENDER
SENIOR INVESTIGATOR OFFICE OF THE PUBLIC DEFENDER
PRINCIPAL INVESTIGATOR OFFICE OF THE PUBLIC DEFENDER
ASSISTANT CHIEF INVESTIGATOR OFFICE OF THE PUBLIC
DEFENDER
CHIEF INVESTIGATOR OFFICE OF THE PUBLIC DEFENDER

AGRICULTURAL PRODUCTS AGENT TRAINER
AGRICULTURAL PRODUCTS AGENT 2
AGRICULTURAL PRODUCTS AGENT 1
SUPERVISING AGRICULTURAL PRODUCTS AGENT

ARMORER 4
ARMORER 3
ARMORER 2
ARMORER 1

STAFF ASSISTANT 2 DEPARTMENT OF DEFENSE
STAFF ASSISTANT 1 DEPARTMENT OF DEFENSE
PRINCIPAL STAFF OFFICER 3 DEPARTMENT OF DEFENSE

SECTION SUPERVISOR PERSONNEL SERVICES

GARAGE ATTENDANT
SENIOR GARAGE ATTENDANT
PRINCIPAL GARAGE ATTENDANT

STORES CLERK
MECHANICAL STORES CLERK
SENIOR MECHANICAL STORES CLERK

STOCK CLERK
SENIOR STOCK CLERK

PRINCIPAL STOCK CLERK
SUPERVISING STOCK CLERK

INVENTORY CONTROL ANALYST

STOREKEEPER 2
ASSISTANT STOREKEEPER
STOREKEEPER 2
STOREKEEPER 1

SUPERVISOR OF WAREHOUSE OPERATIONS HEALTH

OPERATOR SEWAGE DISPOSAL PLANT

OPERATOR REFRIGERATION SERVICES
SENIOR OPERATOR REFRIGERATION SERVICES

OPERATOR WATER PLANT

ASSISTANT PUMPING STATION OPERATOR
PUMPING STATION OPERATOR
SENIOR PUMPING STATION OPERATOR
SUPERVISOR RESERVOIR OPERATIONS
BRIDGE OPERATOR TRAINEE
BRIDGE OPERATOR
BRIDGE OPERATOR 2
BRIDGE OPERATOR 1
SUPERVISOR OF BRIDGE OPERATION
CHIEF BRIDGE OPERATOR
CHIEF BRIDGE OPERATOR 3
CHIEF BRIDGE OPERATOR 2
CHIEF BRIDGE OPERATOR 1
AREA SUPERVISOR BRIDGE OPERATIONS

OPERATING ENGINEER TRAINEE
OPERATING ENGINEER 2
OPERATING ENGINEER 1
OPERATING ENGINEER REPAIRER
OPERATING ENGINEER HEATING AND AIR CONDITIONING
CHIEF OPERATING ENGINEER 3
CHIEF OPERATING ENGINEER 2
CHIEF OPERATING ENGINEER 1

MECHANICAL EQUIPMENT SPECIALIST

SEWING WORKER
HEAD SEWING WORKER

HEAD HAIRDRESSER
HAIRDRESSER

BARBER
HEAD BARBER

CARPENTER
CREW SUPERVISOR CARPENTERS

REPAIRER TRAINEE
REPAIRER
SENIOR REPAIRER
CREW SUPERVISOR REPAIRERS

PLUMBER AND STEAMFITTER
CREW SUPERVISOR PLUMBERS AND STEAMFITTERS

REPAIRER ELECTRICAL
ELECTRICIAN
CREW SUPERVISOR ELECTRICIANS

PAINTER STATE CAPITOL BUILDINGS
PAINTER
CREW SUPERVISOR PAINTERS

MASON AND PLASTERER
CREW SUPERVISOR MASONS AND PLASTERERS

BLACKSMITH

UPHOLSTERER
CREW SUPERVISOR UPHOLSTERY SHOP

WELDER

LOCKSMITH
CREW SUPERVISOR LOCKSMITHS

SECURITY SYSTEMS SPECIALIST CORRECTIONS

SHEET METAL WORKER
CREW SUPERVISOR SHEET METAL WORKERS

PAINTER BRIDGES HIGHWAY
ASSISTANT CREW SUPERVISOR BRIDGE PAINTERS
CREW SUPERVISOR BRIDGE PAINTERS

SIGN FABRICATOR

PAINTER SIGNS HIGHWAY
ASSISTANT CREW SUPERVISOR SIGN SHOP
CREW SUPERVISOR SIGN SHOP

CONSTRUCTION REPAIRER 2 TRANSPORTATION
CONSTRUCTION REPAIRER 1 TRANSPORTATION

ASSISTANT CREW SUPERVISOR HIGHWAY CONSTRUCTION
CREW SUPERVISOR HIGHWAY CONSTRUCTION
SUPERVISOR OF CONSTRUCTION MAINTENANCE

BRIDGE REPAIRER 2 TRANSPORTATION
BRIDGE REPAIRER 1 TRANSPORTATION

ASSISTANT CREW SUPERVISOR BRIDGES AND STRUCTURES
CREW SUPERVISOR BRIDGES AND STRUCTURES
SUPERVISOR OF BRIDGES AND STRUCTURES HIGHWAY

EQUIPMENT OPERATOR HIGHWAY
EQUIPMENT OPERATOR
HEAVY EQUIPMENT OPERATOR
CREW SUPERVISOR EQUIPMENT OPERATORS

HIGHWAY MARKER
ASSISTANT CREW SUPERVISOR HIGHWAY MARKING
CREW SUPERVISOR HIGHWAY MARKING
ASSISTANT SUPERVISOR OF SIGNS AND TRAFFIC LINES
SUPERVISOR OF HIGHWAY MARKING

MAINTENANCE WORKER 2 TRANSPORTATION
MAINTENANCE WORKER 1 TRANSPORTATION
ASSISTANT CREW SUPERVISOR HIGHWAY MAINTENANCE
CREW SUPERVISOR HIGHWAY MAINTENANCE
AREA SUPERVISOR HIGHWAY MAINTENANCE

TRUCK DRIVER TANDEM AXLE
TRUCK DRIVER HIGHWAY
TRUCK DRIVER SINGLE AXLE

TRANSPORT HAULER CORRECTIONS
TRANSPORT HAULER LAW AND PUBLIC SAFETY

CREW SUPERVISOR YARD OPERATIONS

EQUIPMENT SCHEDULE CLERK

CREW SUPERVISOR BUILDING MAINTENANCE PROGRAMS

HELPER

CREW SUPERVISOR LABORERS

ASSISTANT ENGINEER IN CHARGE MAINTENANCE 2
ASSISTANT ENGINEER IN CHARGE MAINTENANCE 1
ENGINEER IN CHARGE MAINTENANCE 4
ENGINEER IN CHARGE MAINTENANCE 3
ENGINEER IN CHARGE MAINTENANCE 2
ENGINEER IN CHARGE MAINTENANCE 1
PLANNER/SCHEDULER COMPUTERIZED MAINTENANCE MANAGEMENT
BUILDING MAINTENANCE COORDINATOR TRANSPORTATION

SUPERVISOR OF BUILDING REPAIRS 2
SUPERVISOR OF BUILDING REPAIRS

SUPERVISOR OF MAINTENANCE WATER POLICY AND SUPPLY
SUPERVISOR OF CONTROL WATER POLICY AND SUPPLY
CREW SUPERVISOR MAINTENANCE WATER POLICY AND SUPPLY

ASSISTANT GROUNDS WORKER
GROUNDS WORKER
HEAD GROUNDS WORKER
ASSISTANT HEAD GROUNDS WORKER

MAINTENANCE WORKER 2 ENVIRONMENTAL PROTECTION
MAINTENANCE WORKER 1 ENVIRONMENTAL PROTECTION

PARKS MAINTENANCE SPECIALIST 2
PARKS MAINTENANCE SPECIALIST 1
MAINTENANCE WORKER/DRIVER
PARKS MAINTENANCE SUPERVISOR 2
PARKS MAINTENANCE SUPERVISOR 1
MAINTENANCE WORKER 1 P I P
ASSISTANT CREW SUPERVISOR MAINTENANCE PIP
CREW SUPERVISOR MAINTENANCE PIP
ASSISTANT MAINTENANCE SUPERVISOR PIP
MAINTENANCE SUPERVISOR PIP

ELECTRICAL MECHANIC TRAINEE
ELECTRICAL MECHANIC 1
CREW SUPERVISOR ELECTRICAL OPERATIONS

EXAMINER MOTOR VEHICLES

ASSISTANT AVIATION MECHANIC

REPAIRER MECHANICAL
BODY AND FENDER MECHANIC
AUTOMOBILE TRIMMER
AUTOMOTIVE MECHANIC
ASSISTANT REPAIRER MECHANICAL
MECHANIC TRAINEE
MECHANIC HELPER
MECHANIC NON-AUTOMOTIVE
ASSISTANT CREW SUPERVISOR MECHANICS
CREW SUPERVISOR MECHANICS
OFFICE MACHINE SERVICE TECHNICIAN
ASSISTANT MASTER MECHANIC
MASTER MECHANIC

CREW SUPERVISOR GARAGE OPERATIONS
AUTOMOTIVE SERVICES REPRESENTATIVE
GARAGE SUPERVISOR 2
GARAGE SUPERVISOR 1
SUPERVISOR OF MECHANICAL MAINTENANCE
SUPERVISOR CENTRAL GARAGE AND MOTOR POOL
CLAIMS ADJUSTER CENTRAL MOTOR POOL

SUPPLY SUPPORT TECHNICIAN 3
SUPPLY SUPPORT TECHNICIAN 2
SUPPLY SUPPORT TECHNICIAN 1

HOUSEKEEPER
HEAD HOUSEKEEPER

MATRON

BUILDING MAINTENANCE WORKER
SENIOR BUILDING MAINTENANCE WORKER
CREW SUPERVISOR BUILDING MAINTENANCE WORKERS M/W
ASSISTANT SUPERVISOR OF BUILDING REPAIRS
SUPERVISOR BUILDING SERVICES

CARETAKER ENVIRONMENTAL PROTECTION

ASSISTANT HOUSEKEEPING SUPERVISOR 2
ASSISTANT HOUSEKEEPING SUPERVISOR 1
HOUSEKEEPING SUPERVISOR 3
HOUSEKEEPING SUPERVISOR 2
HOUSEKEEPING SUPERVISOR 1

LAUNDRY WORKER
SENIOR LAUNDRY WORKER

HEAD LAUNDRY WORKER
LAUNDRY SUPERVISOR
SUPERVISOR OF LAUNDRY OPERATIONS
SUPERVISOR OF HOUSEHOLD AND LAUNDRY SERVICES
CONSULTANT HOUSEHOLD AND LAUNDRY SERVICES

BAKER
HEAD BAKER
ASSISTANT SUPERVISOR OF BAKERY OPERATIONS
SUPERVISOR OF BAKERY OPERATIONS

SENIOR FOOD SERVICE HANDLER
COOK
HEAD COOK 3
HEAD COOK 2
HEAD COOK 1
HEAD COOK REGIONAL FOOD SERVICE

FOOD SERVICE WORKER
SENIOR FOOD SERVICE WORKER
DINING HALLS SUPERVISOR
SUPERVISOR FOOD SERVICE AREA OPERATIONS

HOMEMAKER SERVICE WORKER
SENIOR HOMEMAKER SERVICE WORKER
PRINCIPAL HOMEMAKER SERVICE WORKER

ASSISTANT FOOD SERVICE SUPERVISOR 3
ASSISTANT FOOD SERVICE SUPERVISOR 2
ASSISTANT FOOD SERVICE SUPERVISOR 1

ASSISTANT SUPERVISOR REGIONAL FOOD SERVICE OPERATION
SUPERVISOR REGIONAL FOOD SERVICE OPERATION

FOOD SERVICE SUPERVISOR 4
FOOD SERVICE SUPERVISOR 3
FOOD SERVICE SUPERVISOR 2
FOOD SERVICE SUPERVISOR 1

SENIOR DIETITIAN
CLINICAL DIETITIAN
SUPERVISING CLINICAL DIETITIAN
PROJECT NUTRITIONIST HEALTH
NUTRITION CONSULTANT

ASSISTANT GREENHOUSE WORKER
GREENHOUSE WORKER
HEAD GREENHOUSE WORKER

ASSISTANT GARDENER
GARDENER
HEAD GARDENER
SUPERINTENDENT OF INSTITUTIONAL GROUNDS

WILDLIFE WORKER
SENIOR WILDLIFE WORKER
CREW SUPERVISOR WILDLIFE WORKER

MOTOR VEHICLE OPERATOR 2
MOTOR VEHICLE OPERATOR 1

TECHNICAL ASSISTANT 2 PURCHASING
TECHNICAL ASSISTANT 1 PURCHASING

TECHNICAL ASSISTANT INVESTMENTS
TECHNICAL ASSISTANT BUDGET BUREAU 3
TECHNICAL ASSISTANT BUDGET BUREAU 2
TECHNICAL ASSISTANT BUDGET BUREAU 1
SUPERVISING TECHNICAL ASSISTANT BUDGET BUREAU

TECHNICAL ASSISTANT ENVIRONMENTAL EXAMINATIONS

ADMINISTRATIVE ANALYST 4
ADMINISTRATIVE ANALYST 3
ADMINISTRATIVE ANALYST 2
ADMINISTRATIVE ANALYST 1
SUPERVISING ADMINISTRATIVE ANALYST

FISCAL OFFICER COMMUNITY SERVICES

ASSISTANT DIRECTOR OFFICE OF BUDGET PLANNING
DIRECTOR OFFICE OF BUDGET PLANNING

CHIEF BUDGET OFFICER DEVELOPMENTAL DISABILITIES

MANAGEMENT IMPROVEMENT SPECIALIST 2
MANAGEMENT IMPROVEMENT SPECIALIST 1
SUPERVISING MANAGEMENT IMPROVEMENT SPECIALIST

BUDGET ANALYST TRAINEE
BUDGET ANALYST 3
BUDGET ANALYST 2
BUDGET ANALYST 1
PROGRAM ANALYST TRAINEE BUREAU OF THE BUDGET
PROGRAM ANALYST 4 BUREAU OF THE BUDGET
PROGRAM ANALYST 3 BUREAU OF THE BUDGET
PROGRAM ANALYST 2 BUREAU OF THE BUDGET

PROGRAM ANALYST 1 BUREAU OF THE BUDGET
SECTION SUPERVISOR PROGRAM AND BUDGET ANALYSIS BUREAU OF
THE BUDGET
CHIEF OF PROGRAM AND BUDGET ANALYSIS BUREAU OF THE
BUDGET
SECTION SUPERVISOR ACCOUNTING SYSTEMS
SUPERVISOR BOOKKEEPING SECTION PENSIONS

PAYROLL SUPERVISOR YOUTH AND FAMILY SERVICES

SUPERVISOR ADMINISTRATIVE UNIT
ASSISTANT ACCOUNTING SYSTEM COORDINATOR
ACCOUNTANT 3
ACCOUNTANT 2
ACCOUNTANT 1
SUPERVISING ACCOUNTANT
ACCOUNTING ASSISTANT

INVENTORY CONTROL SPECIALIST 2
INVENTORY CONTROL SPECIALIST 1
SUPERVISOR INVENTORY CONTROL TRANSPORTATION

CHIEF AUDITOR
CHIEF INTERNAL AUDITOR
AUDITOR 1 TAXATION
SUPERVISING AUDITOR TAXATION
ASSISTANT CHIEF AUDIT ACTIVITY TAXATION
CHIEF AUDIT ACTIVITY TAXATION
ASSISTANT CHIEF BUREAU OF AUDITING
CHIEF BUREAU OF AUDITING

CHIEF AUDITOR LABOR

ASSISTANT AUDIT MANAGER HUMAN SERVICES
AUDIT MANAGER HUMAN SERVICES

AUDIT MANAGER DIVISION OF MOTOR VEHICLES

MANAGER OPERATIONAL AUDIT

AUDITOR ACCOUNTANT TRAINEE
AUDITOR 3
AUDITOR 2
AUDITOR 1
SUPERVISING AUDITOR
CHIEF OF FINANCIAL/OPERATIONAL AUDIT SECTION
ASSISTANT CHIEF OFFICE OF AUDIT
CHIEF OFFICE OF AUDIT

PERSONNEL OFFICER AGRICULTURE

TECHNICAL ASSISTANT CASH MANAGEMENT

INVESTIGATOR TAXATION TRAINEE
INVESTIGATOR 3 TAXATION
INVESTIGATOR 2 TAXATION
INVESTIGATOR 1 TAXATION
SUPERVISING INVESTIGATOR TAXATION

TECHNICAL ASSISTANT 2 TAXATION
TECHNICAL ASSISTANT 1 TAXATION

FIELD REPRESENTATIVE LOCAL PROPERTY TAX
SENIOR FIELD REPRESENTATIVE LOCAL PROPERTY TAX
SUPERVISING FIELD REPRESENTATIVE LOCAL PROPERTY TAX
PRINCIPAL FIELD REPRESENTATIVE LOCAL PROPERTY TAX

TECHNICAL ASSISTANT 2 RATING
TECHNICAL ASSISTANT 1 RATING

DISTRIBUTOR STATE LOTTERY TICKETS
SENIOR DISTRIBUTOR STATE LOTTERY TICKETS
SENIOR FIELD REPRESENTATIVE STATE LOTTERY SALES

COMMUNICATION NETWORK SUPERVISOR

LICENSE PROCESSOR 2 INSURANCE
LICENSE PROCESSOR 1 INSURANCE

PROCUREMENT SPECIALIST 3
PROCUREMENT SPECIALIST 2
PROCUREMENT SPECIALIST 1
SUPERVISING PROCUREMENT SPECIALIST

SUPERVISOR OF TRANSPORTATION SERVICES CORRECTIONS

HEAD PROCUREMENT CLERK
CONTRACT PROCUREMENT & CONTROL SPECIALIST TOXIC WASTE
SUPERVISOR PURCHASE AND SERVICES
PURCHASING ASSISTANT
BUYER TRAINEE
ASSISTANT BUYER
BUYER
SENIOR BUYER
SUPERVISOR PROCUREMENT UNIT
SUPERVISOR PROCUREMENT UNIT MOTOR VEHICLES
BUYER PIP

INSPECTOR PURCHASE AND PROPERTY
SENIOR INSPECTOR PURCHASE AND PROPERTY

MANAGER WORD PROCESSING SYSTEM 2
MANAGER WORD PROCESSING SYSTEM 1

ASSISTANT SUPERVISOR OF CONSTRUCTION RECORDS
SUPERVISOR OF CONSTRUCTION RECORDS

CONTRACT REPORT ASSISTANT

SUPERVISING PROJECT MANAGER DATA PROCESSING

ASSISTANT DIRECTOR DIVISION OF SYSTEMS AND
PROJECT MANAGER DATA PROCESSING

TECHNICAL SUPPORT SPECIALIST 2
TECHNICAL SUPPORT SPECIALIST 1
TECHNICAL ASSISTANT MANAGEMENT INFORMATION SYSTEMS
TECHNICIAN MANAGEMENT INFORMATION SYSTEMS
SENIOR TECHNICIAN MANAGEMENT INFORMATION SYSTEMS
PRINCIPAL TECHNICIAN MANAGEMENT INFORMATION SYSTEMS
MANAGEMENT INFORMATION SYSTEMS SPECIALIST 3
MANAGEMENT INFORMATION SYSTEMS SPECIALIST 2
MANAGEMENT INFORMATION SYSTEMS SPECIALIST 1
MANAGEMENT INFORMATION SYSTEMS COORDINATOR

OFFICE AUTOMATION SPECIALIST 3
OFFICE AUTOMATION SPECIALIST 2
OFFICE AUTOMATION SPECIALIST 1

CHIEF DATA PROCESSING SERVICES PENSIONS

PAYROLL ANALYST 3
PAYROLL ANALYST 2
PAYROLL ANALYST 1

DATA PROCESSING ANALYST 2
DATA PROCESSING ANALYST 1
DATA PROCESSING PROGRAMMER TRAINEE
DATA PROCESSING PROGRAMMER TECHNICIAN
DATA PROCESSING PROGRAMMER 3
DATA PROCESSING PROGRAMMER 2
DATA PROCESSING PROGRAMMER 1
DATA PROCESSING PROGRAMMER ASSISTANT
DATA PROCESSING SYSTEMS PROGRAMMER 2
DATA PROCESSING SYSTEMS PROGRAMMER 1

DATA ENTRY MACHINE OPERATOR TRAINEE
DATA ENTRY MACHINE OPERATOR
SENIOR DATA ENTRY MACHINE OPERATOR
PRINCIPAL DATA ENTRY MACHINE OPERATOR
HEAD DATA ENTRY MACHINE OPERATOR

ASSISTANT SUPERVISOR DATA ENTRY UNIT TREASURY
SUPERVISOR DATA ENTRY UNIT TREASURY
COMPUTER OPERATOR ASSISTANT
COMPUTER OPERATOR 3
COMPUTER OPERATOR 2
COMPUTER OPERATOR 1

SUPERVISOR DATA ENTRY UNIT PENSIONS

COMMUNICATIONS NETWORK MONITOR

ELECTRONIC ACCOUNTING SYSTEM OPERATOR 2
ELECTRONIC ACCOUNTING SYSTEM OPERATOR 1

ACCOUNTANT/AUDITOR TRAINEE DATA PROCESSING
ACCOUNTANT/AUDITOR 4 DATA PROCESSING
ACCOUNTANT/AUDITOR 3 DATA PROCESSING
ACCOUNTANT/AUDITOR 2 DATA PROCESSING

ELECTRONIC DATA PROCESSING AUDIT SPECIALIST
CHIEF ELECTRONIC DATA PROCESSING AUDIT SERVICES

SUPERVISOR DATA PROCESSING MACHINE OPERATIONS 2
SUPERVISOR DATA PROCESSING MACHINE OPERATIONS 1
ACCOUNTANT/AUDITOR 1 DATA PROCESSING
SUPERVISING ACCOUNTANT / AUDITOR DATA PROCESSING

DATA PROCESSING LIBRARIAN 2
DATA PROCESSING LIBRARIAN 1

DATA PROCESSING INPUT/OUTPUT CONTROL SPECIALIST 3
DATA PROCESSING INPUT/OUTPUT CONTROL SPECIALIST 2
DATA PROCESSING INPUT/OUTPUT CONTROL SPECIALIST 1

SUPERVISOR OF TABULATING MACHINE OPERATIONS 3
SUPERVISOR OF TABULATING MACHINE OPERATIONS 2
SUPERVISOR OF TABULATING MACHINE OPERATIONS 1

PENSIONS COUNSELOR TRAINEE
PENSIONS COUNSELOR 3
PENSIONS COUNSELOR 2
PENSIONS COUNSELOR 1

RESEARCH TECHNICIAN

LABOR MARKET ANALYST TRAINEE

LABOR MARKET ANALYST 4

LABOR MARKET ANALYST 3

LABOR MARKET ANALYST 2

LABOR MARKET ANALYST 1

TECHNICAL ASSISTANT GRAPHIC ARTS

GRAPHIC ARTIST 1

GRAPHIC ARTIST 2

SUPERVISING GRAPHIC ARTIST

SUPERVISING GRAPHIC ARTIST DIVISION OF STATE POLICE

SUPERVISING GRAPHIC ARTIST

TECHNICAL ASSISTANT REAL PROPERTY MANAGEMENT

BUILDING INSPECTOR

SENIOR BUILDING INSPECTOR

PRINCIPAL BUILDING INSPECTOR

INSPECTOR MULTIPLE DWELLINGS

SENIOR INSPECTOR MULTIPLE DWELLINGS

PRINCIPAL INSPECTOR MULTIPLE DWELLINGS

INSPECTOR AIDE TRAINEE MULTIPLE DWELLINGS

INSPECTOR AIDE MULTIPLE DWELLINGS

PROCUREMENT CONTROLLER HEALTH

INDUSTRIAL MANAGER 2 STATE USE INDUSTRIES

INDUSTRIAL MANAGER 1 STATE USE INDUSTRIES

INDUSTRIAL ASSISTANT

SENIOR INDUSTRIAL ASSISTANT

PRINCIPAL INDUSTRIAL ASSISTANT

SUPERVISOR OF PATIENTS ACCOUNTS 1

SUPERVISOR OF PATIENTS ACCOUNTS 2

COORDINATING SUPERVISOR OF PATIENTS ACCOUNTS

ASSISTANT DIRECTOR OFFICE OF WAGE AND HOUR COMPLIANCE

ASSISTANT FIELD REPRESENTATIVE WAGE AND HOUR COMPLIANCE

FIELD REPRESENTATIVE WAGE & HOUR COMPLIANCE

SENIOR FIELD REPRESENTATIVE WAGE AND HOUR COMPLIANCE

DISTRICT SUPERVISOR WAGE AND HOUR COMPLIANCE

SENIOR UNEMPLOYMENT INSURANCE CLERK

UNEMPLOYMENT CLAIMS SUPERVISOR

CLAIMS EXAMINER UNEMPLOYMENT & DISABILITY INSURANCE

SENIOR CLAIMS EXAMINER UNEMPLOYMENT & DISABILITY

UNEMPLOYMENT INSURANCE TECHNICIAN 3

UNEMPLOYMENT INSURANCE TECHNICIAN 2
UNEMPLOYMENT INSURANCE TECHNICIAN 1
SUPERVISING UNEMPLOYMENT INSURANCE TECHNICIAN

SOCIAL RESOURCES DEVELOPMENT TRAINEE

CLAIMS REVIEWER
SENIOR CLAIMS REVIEWER
PRINCIPAL CLAIMS REVIEWER

SUPERVISOR INVESTIGATION ACCIDENT AND CLAIMS REVIEW

EXAMINER UNEMPLOYMENT TAX
SENIOR EXAMINER UNEMPLOYMENT TAX
PRINCIPAL EXAMINER UNEMPLOYMENT TAX
SUPERVISING EXAMINER UNEMPLOYMENT TAX

STATE INVESTIGATOR 4 LAW AND PUBLIC SAFETY
STATE INVESTIGATOR 3 LAW AND PUBLIC SAFETY
STATE INVESTIGATOR 2 LAW AND PUBLIC SAFETY
STATE INVESTIGATOR 1 LAW AND PUBLIC SAFETY
ADMINISTRATOR OF INVESTIGATIONS LAW AND PUBLIC SAFETY

CLAIMS INVESTIGATOR
SENIOR CLAIMS INVESTIGATOR
PRINCIPAL CLAIMS INVESTIGATOR
SUPERVISOR OF CLAIMS

SAFETY SPECIALIST TRAINEE DIVISION OF MOTOR VEHICLES
EXAMINATION TECHNICIAN DIVISION OF MOTOR VEHICLES
SAFETY SPECIALIST 3 DIVISION OF MOTOR VEHICLES
SAFETY SPECIALIST 2 DIVISION OF MOTOR VEHICLES
SAFETY SPECIALIST 1 DIVISION OF MOTOR VEHICLES

CASE FILE EVALUATOR

ASSISTANT SUPERVISOR MOTOR VEHICLE INSPECTION STATION
SUPERVISOR MOTOR VEHICLE INSPECTION STATION
DISTRICT SUPERVISOR MOTOR VEHICLE INSPECTION

SENIOR INVESTIGATOR MOTOR CARRIERS
INVESTIGATOR MOTOR CARRIERS
PRINCIPAL INVESTIGATOR MOTOR CARRIERS
SUPERVISOR MOTOR CARRIERS

RIGHT OF WAY NEGOTIATOR TRAINEE
RIGHT OF WAY NEGOTIATOR
SENIOR RIGHT OF WAY NEGOTIATOR

PRINCIPAL RIGHT OF WAY NEGOTIATOR
ASSISTANT TO THE DIRECTOR OF RIGHT OF WAY TRANSPORTATION
SENIOR RIGHT OF WAY APPRAISER
PRINCIPAL RIGHT OF WAY APPRAISER
SUPERVISOR OF RIGHT OF WAY DISTRICT APPRAISALS AND
REVIEW
AREA SUPERVISOR OF RIGHT OF WAY APPRAISALS REVIEW
SUPERVISOR OF RIGHT OF WAY 2 TRANSPORTATION
SUPERVISOR OF RIGHT OF WAY 1 TRANSPORTATION
DISTRICT SUPERVISOR OF RIGHT OF WAY TRANSPORTATION
DIRECTOR OF RIGHT OF WAY TRANSPORTATION
RIGHT OF WAY INVESTIGATOR

CHIEF BUREAU OF PROPERTY AND RELOCATION TRANSPORTATION

SECRETARY
ADMINISTRATIVE ASSISTANT 3
ADMINISTRATIVE ASSISTANT 2
ADMINISTRATIVE ASSISTANT 1

EXECUTIVE ASSISTANT 4
EXECUTIVE ASSISTANT 3
EXECUTIVE ASSISTANT 2
EXECUTIVE ASSISTANT 1

TECHNICAL ASSISTANT LEGAL ACTIVITIES HEALTH

TECHNICAL ASSISTANT DRUGS BIOLOGICS DISTRIBUTION

ASSISTANT SUPERINTENDENT 1 CORRECTIONS

HEALTH CARE FACILITIES EVALUATOR 2
HEALTH CARE FACILITIES EVALUATOR 1
SUPERVISING HEALTH CARE FACILITIES EVALUATOR
COORDINATOR OF INSPECTIONS LONG TERM CARE FACILITIES
SUPERVISOR COMPLAINTS & SURVEILLANCE

HABILITATION PLAN COORDINATOR

DAY CARE COUNSELOR ASSISTANT
DAY CARE COUNSELOR

SUPERVISOR OF POLICY DEVELOPMENT YOUTH AND FAMILY

DAY CARE CENTER WORKER TRAINEE YOUTH AND FAMILY SERVICES
DAY CARE CENTER WORKER YOUTH & FAMILY SERVICES
SENIOR DAY CARE CENTER WORKER YOUTH AND FAMILY SERVICES

EDUCATION SPECIALIST 2 DEVELOPMENTAL DISABILITIES
EDUCATION SPECIALIST 1 DEVELOPMENTAL DISABILITIES

DAY CARE AIDE
HEAD DAY CARE CENTER TECHNICIAN
DAY CARE CENTER TECHNICIAN
DAY CARE CENTER SUPERVISOR

ADULT SERVICES CENTER SUPERVISOR

COMMUNITY PROGRAM SPECIALIST
SENIOR COMMUNITY PROGRAM SPECIALIST

REGIONAL COORDINATOR OF TRANSPORTATION DAY CARE AND
TRAINING
COORDINATOR OF TRANSPORTATION DAY CARE AND TRAINING
DISTRICT SUPERVISOR COMMUNITY DAY CARE
REGIONAL SUPERVISOR DAY CARE OPERATIONS YOUTH AND FAMILY
ASSISTANT CHIEF BUREAU OF DAY CARE AND TRAINING SERVICES
CHIEF BUREAU OF DAY CARE AND TRAINING SERVICES

INSTRUCTOR-COUNSELOR TRAINEE
SENIOR INSTRUCTOR COUNSELOR RE-ADJUSTMENT UNIT
INSTRUCTOR COUNSELOR

TECHNICAL ASSISTANT CLASSIFICATION
CLASSIFICATION OFFICER
SENIOR CLASSIFICATION OFFICER

CHAPLAIN

PAROLE OFFICER TRAINEE
PAROLE OFFICER
SENIOR PAROLE OFFICER
SUPERVISING PAROLE OFFICER
ASSISTANT DISTRICT PAROLE SUPERVISOR
DISTRICT PAROLE SUPERVISOR
RESIDENTIAL PAROLE OFFICER

RESIDENTIAL CENTER WORKER
RESIDENTIAL CENTER WORK SUPERVISOR

ASSISTANT SUPERINTENDENT RESIDENTIAL GROUP CENTER
SUPERINTENDENT RESIDENTIAL GROUP CENTER

CHILD SUPPORT AND PATERNITY SPECIALIST 2

TECHNICIAN MANAGEMENT INFORMATION SYSTEMS

SENIOR TECHNICIAN MANAGEMENT INFORMATION SYSTEMS
PRINCIPAL TECHNICIAN MANAGEMENT INFORMATION SYSTEMS

INCOME MAINTENANCE TECHNICIAN
SENIOR INCOME MAINTENANCE TECHNICIAN
PRINCIPAL INCOME MAINTENANCE TECHNICIAN

SOCIAL SERVICE AIDE TRAINEE
SOCIAL SERVICE AIDE
SENIOR SOCIAL SERVICE AIDE
PRINCIPAL SOCIAL SERVICE AIDE

DISTRICT OFFICE MANAGER 3 YOUTH AND FAMILY SERVICES
DISTRICT OFFICE MANAGER 2 YOUTH AND FAMILY SERVICES
DISTRICT OFFICE MANAGER 1 YOUTH AND FAMILY SERVICES
CUSTOMER SERVICE INFORMATION SPECIALIST 3
CUSTOMER SERVICE INFORMATION SPECIALIST 2

FAMILY SERVICE SPECIALIST TRAINEE
FAMILY SERVICE SPECIALIST 3
FAMILY SERVICE SPECIALIST 2
FAMILY SERVICE SPECIALIST 1
SUPERVISING FAMILY SERVICE SPECIALIST 2
SUPERVISING FAMILY SERVICE SPECIALIST 1

INSPECTOR CHILD CARE CENTERS
SENIOR INSPECTOR CHILD CARE CENTERS
PRINCIPAL INSPECTOR CHILD CARE CENTERS
SUPERVISOR OF INSPECTIONS CHILD CARE CENTERS
SUPERVISOR OF DAY CARE SERVICES YOUTH AND FAMILY
SERVICES

AREA SUPERVISOR INSTITUTIONAL ASSISTANCE

VETERANS SERVICES OFFICER TRAINEE
VETERANS SERVICES OFFICER

AIDE COMMISSION FOR THE BLIND AND VISUALLY IMPAIRED

HOME INSTRUCTOR
SUPERVISOR OF HOME INSTRUCTION

INSTRUCTOR COMMISSION FOR THE BLIND AND VISUALLY

FIELD REPRESENTATIVE EYE HEALTH
PROGRAM ASSISTANT EYE HEALTH SERVICES
SUPERVISOR OF EYE HEALTH SERVICES

HEALTH AIDE

PROGRAM ASSISTANT HEALTH
COORDINATOR PRIMARY AND PREVENTIVE HEALTH SERVICES

SUPERVISOR EXAMINATION AND LICENSING ENVIRONMENTAL

CHIEF BUREAU OF COLLECTIONS AND LICENSING ENVIRONMENTAL

PUBLIC HEALTH REPRESENTATIVE TRAINEE
PUBLIC HEALTH REPRESENTATIVE 3
PUBLIC HEALTH REPRESENTATIVE 2
PUBLIC HEALTH REPRESENTATIVE 1
SUPERVISING PUBLIC HEALTH REPRESENTATIVE

RESIDENT CARE ANALYST

PROGRAM SPECIALIST ALCOHOL ABUSE ACTIVITIES
ASSISTANT PROGRAM SPECIALIST ALCOHOL ABUSE ACTIVITIES
SUPERVISING PROGRAM SPECIALIST ALCOHOL ABUSE ACTIVITIES
DRUG ABUSE AIDE
DRUG ABUSE ASSISTANT
DRUG ABUSE SUPERVISOR
SUBSTANCE ABUSE ASSISTANT
SUBSTANCE ABUSE COUNSELOR 2
SUBSTANCE ABUSE COUNSELOR 1
SUPERVISING SUBSTANCE ABUSE COUNSELOR

PERSONNEL AIDE TRAINEE
PERSONNEL AIDE 2
PERSONNEL AIDE 1
PERSONNEL OFFICER 2
PERSONNEL OFFICER 1
SECTION SUPERVISOR PERSONNEL SERVICES
PERSONNEL TRAINEE
PERSONNEL ASSISTANT 4
PERSONNEL ASSISTANT 3
PERSONNEL ASSISTANT 2
PERSONNEL ASSISTANT 1
PERSONNEL MANAGEMENT ANALYST TRAINEE
PERSONNEL MANAGEMENT ANALYST 4
PERSONNEL MANAGEMENT ANALYST 3
PERSONNEL MANAGEMENT ANALYST 2
PERSONNEL MANAGEMENT ANALYST 1
PERSONNEL OFFICER 2 INSTITUTIONS
PERSONNEL OFFICER 1 INSTITUTIONS
PERSONNEL OFFICER 1 HUMAN SERVICES
PERSONNEL AND LABOR ANALYST 3

PERSONNEL AND LABOR ANALYST 2
PERSONNEL AND LABOR ANALYST 1
PERSONNEL AND LABOR SPECIALIST
PERSONNEL OFFICER STATE COLLEGES
PERSONNEL OFFICER DIVISION OF PUBLIC WELFARE
ASSISTANT PERSONNEL OFFICER DIVISION OF PUBLIC WELFARE
CHIEF PERSONNEL OFFICER ENERGY
PERSONNEL OFFICER PUBLIC UTILITIES
PERSONNEL OFFICER DIVISION OF YOUTH AND FAMILY SERVICES
ASSISTANT PERSONNEL OFFICER CIVIL SERVICE
PERSONNEL OFFICER CIVIL SERVICE
CHIEF OF ADMINISTRATION CIVIL SERVICE
PERSONNEL OFFICER BANKING
PERSONNEL OFFICER DEPARTMENT OF COMMUNITY AFFAIRS
ASSISTANT PERSONNEL DIRECTOR EDUCATION
PERSONNEL DIRECTOR EDUCATION
ASSISTANT CHIEF PERSONNEL OFFICER DIVISION OF MOTOR
ASSISTANT CHIEF BUREAU OF PERSONNEL ENVIRONMENTAL

TRAINING TECHNICIAN TRAINEE
TRAINING TECHNICIAN
SENIOR TRAINING TECHNICIAN
PRINCIPAL TRAINING TECHNICIAN
SUPERVISING TRAINING TECHNICIAN
PRINCIPAL TRAINING TECHNICIAN
TRAINING TECHNICIAN
SENIOR TRAINING TECHNICIAN
TRAINING ASSISTANT
TRAINING ASSISTANT
TRAINING SPECIALIST 3 CIVIL SERVICE
TRAINING SPECIALIST 2 CIVIL SERVICE
TRAINING SPECIALIST 1 CIVIL SERVICE

FIELD REPRESENTATIVE HOUSING
SENIOR FIELD REPRESENTATIVE HOUSING
PRINCIPAL FIELD REPRESENTATIVE HOUSING
SUPERVISING FIELD REPRESENTATIVE HOUSING

PROGRAM DEVELOPMENT SPECIALIST 3
PROGRAM DEVELOPMENT SPECIALIST 2
PROGRAM DEVELOPMENT SPECIALIST 1
SUPERVISING PROGRAM DEVELOPMENT SPECIALIST

EMPLOYMENT SERVICES SPECIALIST 3
EMPLOYMENT SERVICES SPECIALIST 2
EMPLOYMENT SERVICES SPECIALIST 1
SUPERVISING EMPLOYMENT SERVICES SPECIALIST

INTERVIEWER AIDE
INTERVIEWER
SENIOR INTERVIEWER

EMPLOYMENT SUPERVISOR 2
EMPLOYMENT SUPERVISOR 1

JOB MATCH SPECIALIST 1
JOB MATCH SPECIALIST 2

EMPLOYMENT COUNSELOR TRAINEE
EMPLOYMENT COUNSELOR
SENIOR EMPLOYMENT COUNSELOR
SUPERVISOR OF EMPLOYMENT COUNSELING

DISTRICT SUPERVISOR EMPLOYMENT SERVICE
MANAGER 3 EMPLOYMENT SERVICE
MANAGER 2 EMPLOYMENT SERVICE
MANAGER 1 EMPLOYMENT SERVICE
CHIEF BUREAU OF EMPLOYMENT PROGRAMS
EMPLOYMENT SERVICES TRAINEE

UNEMPLOYMENT INSURANCE CLERK

SERVICES AIDE TRAINEE LABOR
SERVICES AIDE LABOR

COMMUNITY EMPLOYMENT SERVICE AIDE
COMMUNITY EMPLOYMENT SERVICE WORKER
EMPLOYMENT AND TRAINING SPECIALIST 2
EMPLOYMENT AND TRAINING SPECIALIST 1

COORDINATOR EMPLOYMENT AND TRAINING PROGRAMS

CLAIMS ADJUDICATOR AIDE
CLAIMS ADJUDICATOR FIELD REPRESENTATIVE
CLAIMS ADJUDICATOR SPECIALIST 2
CLAIMS ADJUDICATOR SPECIALIST 1
CLAIMS ADJUDICATOR TRAINEE DISABILITY DETERMINATIONS
CLAIMS ADJUDICATOR 3 DISABILITY DETERMINATIONS
CLAIMS ADJUDICATOR 2 DISABILITY DETERMINATIONS
CLAIMS ADJUDICATOR 1 DISABILITY DETERMINATIONS
SUPERVISING CLAIMS ADJUDICATOR DISABILITY DETERMINATIONS

MEDICAL RELATIONS SPECIALIST 2
MEDICAL RELATIONS SPECIALIST 1

QUALITY ASSURANCE SPECIALIST

INVESTIGATOR DISABILITY INSURANCE
SENIOR INVESTIGATOR DISABILITY INSURANCE
EXAMINER DISABILITY INSURANCE
SENIOR EXAMINER DISABILITY INSURANCE
ASSISTANT DISABILITY INSURANCE SUPERVISOR
DISABILITY INSURANCE SUPERVISOR
DEPUTY DIRECTOR DISABILITY DETERMINATIONS
ASSISTANT DIRECTOR DISABILITY INSURANCE SERVICE

RURAL MANPOWER TECHNICIAN

MANAGER 3
MANAGER 2
MANAGER 1

REHABILITATION COUNSELOR TRAINEE
REHABILITATION COUNSELOR
SENIOR REHABILITATION COUNSELOR
SUPERVISING REHABILITATION COUNSELOR
REHABILITATION AIDE

TECHNICAL ASSISTANT 2 LABOR
TECHNICAL ASSISTANT 1 LABOR

TECHNICAL ASSISTANT BOARD OF MEDIATION

INVESTIGATOR 3 DIVISION ON CIVIL RIGHTS
INVESTIGATOR 2 DIVISION ON CIVIL RIGHTS

YOUTH WORKER TRAINEE
YOUTH WORKER
SENIOR YOUTH WORKER
YOUTH WORK SUPERVISOR

BASIC EDUCATION AIDE 2
BASIC EDUCATION AIDE 1

PUPIL TRANSPORTATION SPECIALIST
SENIOR PUPIL TRANSPORTATION SPECIALIST

INSTRUCTIONAL MATERIALS TECHNICIAN
INSTRUCTIONAL MATERIALS COORDINATOR
EDUCATION PROGRAM SPECIALIST 1
COUNTY SCHOOL BUSINESS ADMINISTRATOR
PLANNING ASSOCIATE 1 EDUCATION
SUPERVISOR OF EDUCATIONAL PROGRAMS 1
INSTRUCTOR 2 EDUCATION
INSTRUCTOR 1 EDUCATION

LIBRARIAN 3
LIBRARIAN 2
LIBRARIAN 1
SUPERVISING LIBRARIAN
LIBRARY TECHNICIAN
LIBRARY ASSISTANT
SENIOR LIBRARY ASSISTANT
PRINCIPAL LIBRARY ASSISTANT
TECHNICAL LIBRARY ASSISTANT

SUPERVISOR RECORDS MANAGEMENT
ASSISTANT SUPERVISOR RECORDS STORAGE
SUPERVISOR RECORDS STORAGE

ARCHIVIST 2
ARCHIVIST 1
SUPERVISING ARCHIVIST
ARCHIVES TECHNICIAN
CONSERVATOR 2 ARCHIVES
CONSERVATOR 1 ARCHIVES

FORMS ANALYST

MUSEUM TECHNICIAN
SENIOR MUSEUM TECHNICIAN
TECHNICAL ASSISTANT MUSEUM

TEACHING ASSISTANT 12 MONTHS
TEACHER 1 12 MONTHS
INSTRUCTOR 2 12 MONTHS

SECRETARY 3 WORD PROCESSING SYSTEM
SECRETARY 2 WORD PROCESSING SYSTEM
SECRETARY 1 WORD PROCESSING SYSTEM

PROGRAM ASSISTANT BASIC SKILLS COUNCIL

ADMINISTRATIVE SERVICES ASSISTANT HIGHER EDUCATION

FINANCIAL AID ASSISTANT

ASSISTANT COORDINATOR WOMENS DRUG PROGRAM

SPECIAL AGENT/INVESTIGATOR STATE COMMISSION OF

SEMI SENIOR AUDITOR OLS
PRINCIPAL AUDITOR OLS
ENGINEERING TECHNICIAN PBA

SENIOR INSPECTOR CASINO CONTROL COMMISSION

TITLES RECEIVING WAGE INCREASES
FEBRUARY 1986

Evaluated Range 02

Agency Aide
Messenger
Laundry Worker

Evaluated Range 03

Elevator Operator
Food Service Worker
Building Maintenance Worker
Matron

Evaluated Range 04

Mail Clerk
Housekeeper
Senior Laundry Worker
Clerk

Evaluated Range 05

Social Service Aide 3
Addressograph Machine Operator
Microfilm Machine Operator
Vault Clerk
Laboratory Assistant
Assistant Gardener
Assistant Greenhouse Worker
Assistant Grounds Worker
Helper
Garage Attendant

Evaluated Range 06

District Inheritance Tax Supervisor 4
Dental Aide
Calculating Machine Operator
Office Appliance Operator
Laboratory Service Worker
Maintenance Worker-Boat Operator
Audit Account Clerk
Bookkeeping Machine Operator
Clerk Bookkeeper
Clerk Typist

Senior Addressograph Machine Operator
Senior Microfilm Machine Operator
Senior Office Appliance Operator
Clerk Stenographer B
Telephone Operator Typist
Exterminator
Maintenance Worker/Driver
Accident Record Clerk
Audio Visual Technician
Drafting Technician
Mortality Coding Clerk 3
Offset Machine Operator
Operator Automated Typewriter
Vari-Typist
Drafting Technician
Engineering Aide 2
Engineering Aide 2 Materials
Aide Commission for the Blind and Visually Impaired
Health Aide
Vocational Aide
Dining Halls Supervisor
Institutional Charge Attendant
Assistant Environmental Technician
Senior Laboratory Assistant
Armorer 4
Assistant Repairer Mechanical
Bridge Operator 2
Fire Observer
Maintenance Worker 1 Environmental Protection
Maintenance Worker 1 P I P
Maintenance Worker 1 Transportation
Mechanical Stores Clerk
Senior Fisheries Worker
Senior Garage Attendant
Senior Laboratory Assistant
Senior Wildlife Worker
Supply Support Technician 3
Senior Calculating Machine Operator
Senior Clerk
Senior File Clerk
Senior Vault Clerk
State Office Centrex Operator
Dental Assistant 2
Residential Center Worker
Senior Social Service Aide
Assistant Highway Inspector
Head Housekeeper

Coding Clerk
Receptionist
Statistical Clerk
Stock Clerk
Drug Abuse Aide
Stores Clerk
Human Services Assistant
Industrial Assistant
Senior Building Maintenance Worker
Data Reduction Coder
Day Care Aide
Day Care Center Worker Youth and Family Services
Senior Food Service Worker
Boat Attendant
Fisheries Worker
Maintenance Worker 2 Environmental Protection
Maintenance Worker 2 Transportation
Residential Services Worker

Evaluated Range 07

Wildlife Worker
Clerk Driver
Clerk Stenographer A
Clerk Transcriber
Library Assistant
Relief Telephone Operator
Senior Mail Clerk
Telephone Operator
Clerk Driver
Institutional Telephone Operator
Homemaker Service Worker
Cottage Supervisor 1
Cottage Worker
Bus Driver
Mechanic Helper
Motor Vehicle Operator 2
Data Processing Machine Operator 3
Traffic Enumerator
Program Aide A Harry Moore School
Guard
Data Entry Machine Operator
Postal Clerk
Nursing Services Clerk
Recreation Aide
Therapy Aide
Payroll Clerk

Evaluated Range 08

Studio Assistant Ceramics Laboratory
Microfilm Searcher

Appendix C

Request for Proposal



STATE OF NEW JERSEY

TASK FORCE ON EQUITABLE COMPENSATION

Thomas H. Kean
Governor

Eugene J. McCaffrey, Sr.
Chairperson

Barbara L. Fields
Executive Director

REQUEST FOR PROPOSAL

BY POSITION

Morris C. Ianni
Director
Division of Classification
and Compensation

Frank A. Mason
Director
Office of Employee Relations

Eugene J. McCaffrey, Sr.,
President
Civil Service Commission

Pamela S. Poff
Director
Division on Civil Rights

Joseph H. Rodriguez
Public Advocate

Charles Serrano
Commissioner
Department of Labor

Joan M. Wright
Director
Division on Women

Senate
Donald T. DiFrancesco
Wynona M. Lipman

Assembly
Walter J. Kavanaugh
Jacqueline Walker

Unions
Kathleen King (CWA)
Al Wurf (AFSCME)

Public Members
Frank Bolden, Esq.
Robert Francis
Susan Enze Holley, Esq.
Lawrence W. Muth
Russell E. Paul, Esq.
Susan Petillo
Angela Pulvino
Irene Smith

FOR

DEVELOPING AND CONDUCTING

A PAY EQUITY STUDY FOR

THE STATE OF NEW JERSEY

ISSUED BY:

The Task Force on
Equitable Compensation

and

The Division of
Purchase & Property

April 25, 1985

1.0 PURPOSE AND INTENT

The New Jersey Task Force on Equitable Compensation, in accordance with PL 1984 Ch. 166 (See Exhibit A), seeks proposals for hiring a professional firm or organization (contractor) to develop and conduct a pay equity study to detect any gender or racial bias in New Jersey's current wage-setting process and to eliminate such bias through modification of its current evaluation system and wage-setting process. New Jersey, which utilizes a point-factor evaluation system, is interested in testing and improving the existing evaluation system.

2.0 KEY DATES

2.1 Bidder's Conference Date

DATE: May 8, 1985

TIME: 2 p.m.

LOCATION: Civil Service Commission Meeting Room
Department of Civil Service
215 East State Street
Trenton, New Jersey 08625

The purpose of this conference is to clarify and answer questions regarding this Request for Proposal (RFP). Questions concerning subject matter of this RFP will be entertained during the bidder conference only.

Procedural questions may be directed to the Division of Purchase and Property, Purchase Bureau (See 3.1).

2.2 Proposal Due Date

DATE: May 29, 1985

TIME: 2 p.m.

LOCATION: Division of Purchase and Property
Purchase Bureau
135 West Hanover Street
3rd Floor
Trenton, New Jersey 08625

Proposals arriving after the above time and date will not be considered.

3.0 CONTRACT AND BID INFORMATION

3.1 Issuing Office

This Request for Proposal (RFP) is issued by the State of New Jersey, Division of Purchase and Property, on behalf of the Task Force on Equitable Compensation (Task Force) which is the sole contact in the State of New Jersey (State) for purposes of procedural questions concerning this RFP and subsequent proposals.

3.2 Selection of Vendor

The Director, Division of Purchase and Property, in conjunction with the Task Force, reserves the right to determine which vendor best meets the specifications and conditions of the RFP and to select the firm to be awarded the contract.

3.3 Cost Liability

The State of New Jersey assumes no responsibility and no liability for costs incurred by vendors prior to issuance of an agreement, contract, or purchase order.

3.4 Revisions to the Request for Proposal

In the event it becomes necessary to revise any part of this RFP, revisions will be provided to all vendors who have responded to the RFP.

3.5 Response Data

In order to be considered for selection, proposals must arrive at the Division of Purchase and Property on or before the date and time specified in this RFP. Vendors mailing proposals should allow for normal mail delivery time to insure timely receipt of their proposals at the Division of Purchase and Property.

3.6 Bidder's Proposals

In order to be considered for selection, vendors must submit a complete response to this RFP. The proposal must include detailed methodologies, a cost and time breakdown of all services, including administrative, technical, and personnel services. Proposals should be prepared in detail, providing a straightforward, concise description of vendor capabilities to satisfy all of the requirements of the RFP. Emphasis should be on completeness and clarity of content.

An original proposal, clearly identified as "original," and twenty-five (25) copies, must be submitted to the Purchase Bureau. No other distribution of the proposals shall be made by the bidder. Each copy of the two-part proposal should be bound in a single volume. All documentation submitted with the proposal should be bound in that single volume.

Proposals will be publicly opened and read by the Division of Purchase and Property, Purchase Bureau, on the date specified on the bid proposal form.

3.7 Acceptance of Proposal Content

The contents of the proposal of the successful bidder, as accepted by the Task Force, will become a part of any contract awarded as a

result of these specifications. The Director, Division of Purchase and Property, reserves the right to reject all bids, or to award in whole or in part if deemed in the best interest of the State to do so.

3.8 Oral Presentation

Bidders who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to the Consultant Review Committee of the Task Force or the full Task Force. This will provide an opportunity for the bidder to clarify or elaborate on the proposal. The Task Force office will schedule the time and location of these presentations.

3.9 Contractor Responsibilities

The selected consultant will be required to assume sole responsibility for the complete effort as required by this RFP. The State will consider the selected consultant to be the sole point of contact with regard to contractual matters.

3.10 Subcontracting

If any part of the work covered by this RFP is to be subcontracted the bidder shall identify in the original proposal the subcontracting organization and the contractual arrangements. All

subcontractors must be approved by the Task Force. The successful consultant will also furnish the corporate or company name and the names of the officers of said companies engaged as subcontractors by the consultant.

3.11 Assignment

The contractor is prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of this agreement or its rights, title, or interest, or its power to execute such agreement to any other person, company, or corporation without the previous consent and approval in writing by the Task Force.

3.12 Price Changes

All prices shall be firm and not subject to increase during the period of the contract. In the event there should be any reduction in the consultant's proposed cost, such costs will be invoiced on the basis of the reduced prices.

3.13 Termination of Contract

The Task Force reserves the right to terminate any contract entered into as a result of this RFP, providing written notice has been given to the contractor at least thirty (30) days prior to the proposed termination date.

3.14 Deposit

Bid deposit is not required.

3.15 Accounting Records

The contractor is required to maintain accounting records and other evidence pertaining to cost incurred on the program and to make the records available to the Task Force at all reasonable times during the contract period and for three full years from the date of the final payment.

3.16 Ownership of Material

Ownership of all data, material, and documentation originated and prepared for the Task Force pursuant to this contract shall belong exclusively to the Task Force and shall not be released to any individual, company, corporation, union, or research group without the written consent of the Task Force.

3.17 Performance and/or Delivery of Services

Any information the Task Force sees fit to obtain regarding the ability of the bidder to supply and/or render the service that the State has a right to expect from a contractor with a good reputation may be taken into consideration in making an award.

If circumstances beyond the control of the contractor result in a late delivery, it is the responsibility and obligation of the contractor to make the details known immediately to the Executive Director, Task Force on Equitable Compensation, CN 317, Trenton, New Jersey 08625.

A Performance Bond is not required.

3.18 Restrictions Against Disclosure

The contractor agrees to keep the information related to all contracts and sub-grants in strict confidence. Other than the reports submitted to the Task Force, the contractor agrees not to publish, reproduce, or otherwise divulge such information in whole or in part, in any manner or form, or authorize or permit others to do so, taking such reasonable measures as are necessary to restrict access to the information while in the contractor's possession, to those employees on his staff and the contractor's or sub-contractor's staff who must have the information on a "need-to-know" basis, and agrees to immediately notify, in writing, the Executive Director of the Task Force in the event he or she determines or has reason to suspect a breach of this requirement.

3.19 Effort Required Beyond the Scope of this RFP

The contractor should be prepared to support hearings, meetings, and other activities which may result from this project. Where such additional effort is beyond the scope of this RFP, an amendment to the contract may be required. The bidder shall include in the proposal hourly or daily billing rates for the labor categories which may be required for those efforts.

3.20 Length of Contract

The terms and conditions of this contract will not exceed eight (8) months for Component 1 and six (6) months for Component 2.

3.21 Liquidated Damages

If the contractor is unable to meet the project schedule, the State may impose liquidated damages for any delay incurred in the completion of the deliverables at the rate of \$200 per day based upon a seven-day week. The maximum liability of the contractor will be \$50,000. These sums will be considered liquidated damages and not a penalty. A performance bond is not required.

4.0 BACKGROUND

4.1 History of the Task Force on Equitable Compensation

The Task Force on Equitable Compensation is to "consider the Commission on Sex Discrimination in the Statutes' report 'An Analysis of Wage Discrimination in New Jersey State Service'" (See Exhibit B). While documentation has not been developed to substantiate discrimination, the Governor and Legislature of New Jersey determined that the question of sex or race bias in New Jersey's wage-setting process must be addressed. Governor Thomas Kean established a Task Force which met from June through November, 1984, to begin examining the issue. During this time legislation was introduced to establish a task force which would include union representatives, legislators, additional cabinet members, directors, and public members. In October 1984, the Governor signed S1926 (P.L. 1984 Ch. 166) creating the Task Force on Equitable Compensation (see Exhibit A).

The Task Force, as created by the above statute, has been meeting on a regular basis since December 1984. Through training sessions, readings, and discussions, the Task Force has developed an understanding of the New Jersey Job Evaluation System and the issue of pay equity. The Task Force as individuals and as a group is committed to a study that thoroughly analyzes all facets of the

wage-setting process and to results that insure an implementable, bias-free compensation system.

4.2 Statement of Goal

In 1968-1970, the State of New Jersey installed a point factor evaluation system, developed by Hay Associates, to establish a quantitative classification and compensation system. This system, the New Jersey Job Evaluation System, is operational at the present time, but has not been audited or updated since implementation. The Task Force is charged with reviewing the system to insure that gender and/or minority bias is not present in the application of the system, the system itself, or the State's wage-setting processes.

4.3 The New Jersey Evaluation System

New Jersey has approximately 67,000 employees who serve in over 6,000 titles. The New Jersey Job Evaluation System evaluates each title by applying three basic factors, know-how, problem solving, and accountability, which are analyzed utilizing subfactors. Points or weights are assigned to each factor and/or subfactor. The final evaluation (total of points) is then assigned to one of 45 salary ranges (see Exhibit C). All jobs with the same final evaluation are initially assigned to the same range and then are adjusted to compensate for a thirty-five (35) or forty (40) hour

week. Departments of the State hire individuals up to the fourth step of the eight steps in a given range. Other hiring rates may be authorized within the compensation plan.

4.4 Reviewable Titles

The Task Force has been charged, in accordance with P.L. 1984 Ch. 166, with reviewing those titles when at least seventy percent (70%) of the incumbents are of one sex or when one race or nationality is represented by forty percent (40%) or more employees. A reviewable title shall not have fewer than fifteen (15) incumbents (see Exhibit D). This designation represents approximately four hundred sixty (460) titles and fifty thousand (50,000) employees.

4.5 Bargaining Units

The Civil Service Commission establishes the salary plan for State workers; however, salary adjustments are negotiated. New Jersey is represented by eight unions: Communications Workers of America (CWA) representing approximately 32,000 employees; American Federation of State, County, and Municipal Employees (AFSCME) representing approximately 9,500 employees; International Federation of Professional and Technical Engineers (IFPTE) representing approximately 6,000 employees; Police Benevolent Association (PBA) representing approximately 4,000 employees;

American Federation of Teachers (AFT) representing approximately 3,000 employees; the Service Employees International Union (SEIU) representing approximately 1,500 employees; the State Troopers Fraternal Association (STFA) representing approximately 1,350 employees; and the State Troopers NCO representing approximately 600 employees.

Since the advent of bargaining in 1973, salary histories for the bargaining units have varied somewhat by contractual agreement with most variations taking place since 1978.

The following agencies have been exempted from this study: Rutgers, The State University, The University of Medicine and Dentistry of New Jersey, and the New Jersey Institute of Technology. These agencies establish compensation plans independent of the State's wage-setting process.

5.0 SCOPE OF WORK

5.1 Consultant Responsibilities

5.1.1 The consultant will be responsible for managing the project to meet specified deadlines, for assuring the technical quality of all work and products, and for providing the technical expertise and staff necessary to meet project

requirements. The consultant will state the extent to which State employees will be involved in the project.

5.1.2 The consultant should schedule an initial meeting with Task Force in order to:

- 1) Identify the evaluation and compensation goals and values of the State of New Jersey;
- 2) To clarify the reasons and expectations of the study;
- 3) To clarify the tasks and results expected of the consultants.

5.1.3 The consultant is expected to meet with the Task Force monthly, or more often if required, to review these goals and values and to keep the Task Force apprised of the study's progress.

5.2 State Responsibility

5.2.1 The State will provide full-time coordination by the executive director and limited professional staff.

5.3 Format

5.3.1 The study is divided into two components.

- 1) The first component is to define the elements of inequitable compensation due to gender or racial bias. Using these elements, the consultant is to examine the current system to specify where, why, and to what extent, inequities exist.
- 2) The second component is to propose modifications to overcome the inequities, identified in Component 1, as agreed upon by the Task Force, and to propose a program for its implementation.

5.4 Component 1 - General

5.4.1 Defining Elements

The assignment for Component 1 is to identify inequities due to gender or racial bias within the current evaluation system, the applicable pay ranges, and the overall wage-setting process. The task requires developing and analyzing the necessary data to formulate sound recommendations. If a problem is identified, specify where it exists. Specify if the problem is broad in scope or

limited to specific areas or levels. Specify if the problem is related to the job documentation, the evaluation or its make-up, to the applications of the plan, to the evaluation process, the wage-setting process, or any other element. Each of these and related areas must be addressed.

5.4.2 Conclusions of Component 1

On the basis of the studies made and conclusions reached in Component 1, the consultant's recommendations are to be submitted to the Task Force for review and evaluation.

Conclusions reached by the consultant must be sufficiently supported by facts, statistical evidence, logic, and experience when submitted to the Task Force to provide for a high degree of confidence in their use as a means of improving the present situation.

5.5 Component 2 - General

5.5.1 Resolution of the Problem

Proposals for Component 2 should include a list of the tasks which will be undertaken to establish and test a

model to remedy the problems identified and accepted by the Task Force in Component 1.

This listing should spell out the time frames, methodologies, and levels of effort proposed to accomplish the tasks, and the anticipated role of state employees in this effort.

Consultants are to be thorough and specific in describing methods which are proposed for completing each task.

5.6 Bidder Responsibilities

5.6.1 Bidders must submit comprehensive, detailed outlines of their programs including methodology, personnel involved, the time frame to carry out the assignment, and the costs.

5.6.2 The consultant will be responsible for managing the project to meet specified deadlines, for assuring the technical quality of all work and products, and for providing the technical expertise and staff necessary to meet project requirements. The consultant will state the extent to which State employees will be involved in the project.

5.6.3 Proposals should include a list of tasks which will be accomplished with related time frames, methodologies, and

levels of effort. Consultants are to be specific in describing methods which are proposed for completing each task.

5.6.4 Reports should be submitted to the Executive Director (Project Manager) no less frequently than every two weeks.

- 1) The reports should include findings to date, progress, possible recommendations, and projected impact.
- 2) Bidders must identify the various phases of the study, and specify completion dates for each phase of the study.

5.6.5. Consultants will describe their sampling technique and methodology.

5.7 Specific Items for Review

The following items have been identified by the Task Force as possible areas where the evaluation or wage-setting system may need modifications. These items should be thoroughly analyzed in the process of identifying problem areas and recommending modifications (Component 1). The impact of such modifications, as identified through application of various models, should be reported to the Task Force in Component 2. The following items

are not all-inclusive, and the consultant should freely propose other areas for review or analysis, as well as the methodology involved in the review or analysis.

5.7.1 Methodology for collecting job documentation should be reviewed to ascertain if training for job documentators and evaluators is bias-free; and if all identified tasks are bias-free. The recommendations may include training suggestions, modification of the job classification questionnaire, desk audits, supervisor interviews, employee interviews, or other areas identified by the consultant.

5.7.2 Job specifications should be analyzed to ascertain if the job descriptions capture and record all assigned tasks performed. Special attention should be given to inconsistent reporting of similar tasks; i.e. lifting and loading, that may lead to different evaluations. Recommendations may redefine or combine tasks or identify tasks that are not specified at the present time.

5.7.3 Job specifications should be analyzed to ascertain whether they completely reflect job requirements. Recommendations may include consolidation of overly specific titles with similar duties or a division of some titles into more job-specific titles. Classification ranking and salary compression must be analyzed and the impact reported.

- 5.7.4 Each factor (know-how, problem solving, accountability) should be tested separately to determine if jobs in which the incumbents are predominantly women or minorities achieve the same values for similar requirements as jobs in which incumbents are predominately males or non-minorities.
- 5.7.5 Definitions of subfactors should be analyzed to determine if they are accurate and easily understood. Recommendations for modification may include redefining subfactors, modification or expansion of definitions.
- 5.7.6 The current point-factor charts should be analyzed to assess if the present points fairly reflect how the State values tasks performed in current and modified job descriptions. If changes in point values are recommended, they must be tested for validity using a representative sample of all State titles to assess the impact.
- 5.7.7 The "Know-how" chart should be analyzed to determine if skills relating to the human care of clients are included as compensable factors and are properly defined and weighted.
- 5.7.8 The "Problem Solving" chart should be analyzed to determine if the initiative and judgment requirements are properly

weighted across the entire spectrum of jobs and properly considered in the evaluation system.

5.7.9 The "Accountability" chart should be analyzed to determine if the responsibility and accountability for human care of clients are compensable factors and are properly defined and weighted.

5.7.10 Job specifications should be analyzed to determine if working conditions have been included in specific titles; which jobs and what language was used to specify working conditions, and how does the language affect evaluations. In the present system, working conditions are not intended to be a recognized factor in job documentation and evaluation; however, the Task Force is interested in the definition or scope of working conditions; i.e. emotional, physical, mental, etc. If the scope of working conditions justifies its use as a factor or subfactor, explore modifications to a currently utilized factor chart to include working-conditions as an additional subfactor or the addition of a separate working conditions factor chart. Using a representative sample of reviewable and other titles, report the evaluation impact of a working conditions modification on reviewable jobs. State the affect this would have on non-reviewable titles.

5.7.11 Information on authorized hiring rates and titles in which it is departmental policy to hire above Step 4 should be prepared to ascertain how their use correlates to male, female, and minority dominated titles. Data should be collected to determine the criteria for authorized hiring rates and all hiring above Step 1 and the criteria used to remove the special rates and steps.

5.7.12 The evaluation points of all entry level jobs should be analyzed to determine if the points required for entry level female, male, and minority dominated titles are in line. Determine the number of entry level jobs in female, male, and minority dominated titles.

5.7.13 Does the present system permit proper evaluation of the impact of new technology?

5.7.14 Prepare a report based on prior studies which have analyzed and assigned points to factors such as fatigue and stress. Explain how these factors would apply to New Jersey's study.

5.7.15 Prior to final recommendation in any one area, whether job documentation, classification, evaluation, negotiations, or any other area, the consultant will determine what impact the recommendation will have on the current evaluation

qualifications and capabilities to perform the services required by the scope of the RFP, and a Project Schedule.

Section III - Cost

This section shall contain all information related to costs, fees, commissions, hourly rates, discounts, etc.

6.2 Technical Proposal

This section of the proposal shall contain at least the following information as listed below. Failure to do so may result in disqualification.

A brief introduction outlining the bidder's overall technical approach to complete the total project and illustrating his or her understanding of the study. This should be a statement of the work to be performed including time estimates in work hours to complete the project.

6.2.1 A project control schedule, appropriate to the complexity of the effort, reasons for choosing the project control method selected.

6.2.2 A description of how the work will be accomplished within each phase or activity which appears on the required

Project Schedule Chart. The bidder's task numbers must correspond to or cross-reference the task numbers used in this RFP. Simple statements that a task will be completed or a mere reiteration of the RFP tasks are not acceptable.

The bidder must supply a written plan and schedule for performing all of the required activities.

The bidder must further state the number and types of personnel to be used, including resumes and previous experience of all members of the project team.

6.2.3 A list of tangible deliverable items, and the cost of each (see Section 5), such as preliminary reports, interim reports, presentations, final reports, or other physical evidence of a task completed. Each deliverable item should mark the completion of an activity which appears on the schedule.

6.2.4 A summary of the problems which the bidder might reasonably expect and a solution to those anticipated problems.

6.3 Organization Support and Experience

6.3.1 Location of bidder's headquarters and nearest offices.

- 6.3.2 A chart of the bidder's organization which shows, for key project staff members, their level of responsibility within that organization.
- 6.3.3 A chart of the project organization for key functional tasks/activities with names of task leaders indicated.
- 6.3.4 A list of personnel and their specific replacements/back-ups to be assigned, their function on the project, an indication of the labor category, and a detailed resume for each person assigned.
- 6.3.5 Documentation which clearly shows the bidder's experience in performing similar projects.
- 6.3.6 A financial report or an annual report for the most recent fiscal year on which to evaluate financial capability.
- 6.3.7 A work chart for each activity which will show the commitment of staff members to the project (an appropriate form can be attached).

6.4 Cost Proposal

This section of the proposal shall contain at least the following information:

6.4.1 The cost for the entire project, broken down by the activities or phases shown on the project schedule, further subdivided by system, in the manner shown in Sections 6.4.1.1 and 6.4.1.2.

6.4.1.1 Project Cost Proposal Schedule

For each task/phase for which the bidder has established a time, pursuant to its Technical Proposal, submit the following cost information.

<u>Task</u>	<u>Labor Category</u>	<u>Cost Per Hour</u>	<u>No. of Hours</u>	<u>Total Cost</u>
_____	_____	_____	_____	_____
	_____	_____	_____	
	_____	_____	_____	_____
_____	_____	_____	_____	_____
	_____	_____	_____	
	_____	_____	_____	_____

6.4.1.2 Hourly Rate Schedule by Labor Category

An hourly rate schedule is being provided for your use (Schedule D). (Show pricing to two decimal places.) Schedule D of this RFP is to be fully completed by the

vendor. Attach the appropriate Schedule D to your bid proposal. NOTE: The hourly rate request must be an all-inclusive rate which includes direct and indirect expenses, clerical, overhead, travel, general, and report preparation administrative costs and fee or profit. This rate will be used for all billing purposes.

7.0 EVALUATION OF PROPOSALS

7.1 Evaluation Criteria

The following general criteria, not necessarily listed in order of significance, will be used to evaluate proposals.

7.1.1 The bidder's general approach and methodology to meet the requirements of the RFP.

7.1.2 The bidder's detailed methodology to meet the objectives of each task, activity, etc., on the required schedule, as specified in Component 1 and Component 2.

7.1.3 The qualifications and quantified experience of personnel to be assigned as shown on the required staff resumes. Consideration will be given by the Task Force to assure that the composition of the staff is representative for a study that focuses on gender and race bias.

7.1.4 The bidder's past performance on projects of similar subject matter, scope, and size.

7.1.5 The ability of the bidder, as judged by the Task Force, to successfully complete the project within the proposed schedule, as specified in Component 1 and Component 2. This judgment will be based on such factors as staff commitment, the project management plan, and the availability of staff.

7.2 Cost

The Task Force has allotted approximately \$150,000 to cover Component 1 and Component 2. However, all reasonable bids will be considered.

8.0 Project Schedule

All contracts must be completed within the specified time frames of eight (8) months for Component 1 and six (6) months for Component 2.

Name of organization _____

TASK	Name	Professional Skill Level	Number of Hours	X	Hourly Rate	= Total
	_____	_____	_____		_____	_____
	_____	_____	_____		_____	_____
	_____	_____	_____		_____	_____
	_____	_____	_____		_____	_____
TOTAL TASK I						TOTAL
TOTAL ALL TASKS						TOTAL

. C-32

The hourly rate requested must be an all-inclusive rate which includes direct and indirect expenses, clerical, overhead, travel, general and report preparation, administrative costs and fee or profit. This rate will be used for all billing purposes.

Appendix D

Position Classification Questionnaire - Current

Position Classification Questionnaire - New

POSITION CLASSIFICATION QUESTIONNAIRE

NEW JERSEY DEPARTMENT OF PERSONNEL • DIVISION OF CLASSIFICATION AND COMPENSATION

IMPORTANT: Full instructions for completing this form are located on the last page. It is most important that employees and supervisors read them carefully. The form will be considered complete unless it is signed by the employee, his or her supervisor and the Agency Personnel Officer. Improperly completed or incomplete Classification Questionnaires will not be processed and will be returned for completion and correction by the Department of Personnel.

TYPE OF ACTION. (Check One) CLASSIFICATION SURVEY NEW POSITION REQUEST RECLASSIFICATION CLASSIFICATION APPEAL

1. NAME OF EMPLOYEE (IF ANY)	2. ANNUAL SALARY (Current) \$	3. POSITION NO.	4. CODE (Range and Title)
5. OFFICIAL TITLE OF POSITION		6. WORKING TITLE (If different)	
7. LOCATION OF POSITION (Geographic location, Unit, Section, Division, Institution or Department)			

8. WORK (DUTIES) PERFORMED— Describe in detail the work required of this position. Make descriptions so clear that persons unfamiliar with the work can understand exactly what is done. **NOTE:** If this is a vacant position or a new position request, the form must be completed by the supervisor of the position and accuracy certified by the Personnel Officer.

Percent of Time	WORK (DUTIES) PERFORMED	Order of Difficulty

ITEM 8 CONTINUED

Percent of Time	WORK (DUTIES) PERFORMED	Order of Difficulty

<p>9a. REGULAR SCHEDULE OF WORK HOURS</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">DAY</th> <th style="width: 20%;">FROM</th> <th style="width: 20%;">TO</th> </tr> </thead> <tbody> <tr><td>Monday</td><td></td><td></td></tr> <tr><td>Tuesday</td><td></td><td></td></tr> <tr><td>Wednesday</td><td></td><td></td></tr> <tr><td>Thursday</td><td></td><td></td></tr> <tr><td>Friday</td><td></td><td></td></tr> <tr><td>Saturday</td><td></td><td></td></tr> <tr><td>Sunday</td><td></td><td></td></tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="width: 60%;">LENGTH OF LUNCH PERIOD</td> <td style="width: 40%;">TOTAL HOURS WORKED PER WEEK</td> </tr> </table>	DAY	FROM	TO	Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday			LENGTH OF LUNCH PERIOD	TOTAL HOURS WORKED PER WEEK	<p>9b. EXPLAIN ROTATION OF SHIFTS, IF ANY</p> <hr/> <p>10. TYPE OF WORK (Check One)</p> <p> <input type="checkbox"/> FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/> YEAR ROUND <input type="checkbox"/> SEASONAL <input type="checkbox"/> TEMPORARY </p> <p><i>(If work is part time, seasonal, or temporary, indicate part of year or proportion of full time):</i></p> <hr/> <p>11. IS MAINTENANCE RECEIVED (Rooms, meals, laundry, etc.) IN ADDITION TO CASH SALARY?</p> <p style="text-align: center;"> <input type="checkbox"/> YES <input type="checkbox"/> NO <i>(If yes, explain here):</i> </p>
DAY	FROM	TO																									
Monday																											
Tuesday																											
Wednesday																											
Thursday																											
Friday																											
Saturday																											
Sunday																											
LENGTH OF LUNCH PERIOD	TOTAL HOURS WORKED PER WEEK																										

QUESTIONNAIRE CONTINUED

12. TYPE OF SUPERVISION RECEIVED (Check One - See definitions on Page 4): <input type="checkbox"/> CLOSE <input type="checkbox"/> LIMITED <input type="checkbox"/> GENERAL <input type="checkbox"/> OTHER (Explain): _____		
13. DOES THIS POSITION SUPERVISE OTHER EMPLOYEES? <input type="checkbox"/> YES <input type="checkbox"/> NO (If yes, complete Items A thru E) A. <input type="checkbox"/> Occasionally (or) <input type="checkbox"/> Regularly B. Responsible for the preparation of performance evaluations? <input type="checkbox"/> YES <input type="checkbox"/> NO C. Assign work? <input type="checkbox"/> YES <input type="checkbox"/> NO D. Review completed work of employees supervised? <input type="checkbox"/> YES <input type="checkbox"/> NO	E. List the name and title of the employees supervised directly, (If the employees supervised comprise one or more complete units, include the names of the units): 	
14. CERTIFICATION OF EMPLOYEE 	I CERTIFY that I have read the instructions and the entries made above are my own and to the best of my knowledge are accurate and complete. SIGNATURE _____ DATE _____	

15. STATEMENTS OF IMMEDIATE SUPERVISOR		
A. Comments on Statements of Employee. <div style="text-align: right;"><input type="checkbox"/> Check here if continued on additional sheet.</div>		
B. What do you consider the most important duties of this position? <div style="text-align: right;"><input type="checkbox"/> Check here if continued on additional sheet.</div>		
C. List those knowledges and abilities necessary for standard performance of the job to be done by an incumbent of this position. <div style="text-align: right;"><input type="checkbox"/> Check here if continued on additional sheet.</div>		
D. I AGREE that the duties and responsibilities of this position as outlined above are correct except as noted herein. 		
OFFICIAL TITLE (Marking title if different) _____	SIGNATURE _____	DATE _____

16. STATEMENT OF AGENCY PERSONNEL OFFICER 	<input type="checkbox"/> The above statements of the employee and supervisor are accurate and complete and I recommend that the requested action be approved. <input type="checkbox"/> I recommend that requested action be disapproved.	SIGNATURE _____ DATE _____
---	---	----------------------------

DO NOT WRITE BELOW • FOR PERSONNEL USE ONLY /

QUESTIONNAIRE NUMBER _____

LOCATION CODE NUMBER _____

LOCATION NAME _____

TITLE CODE NUMBER _____

TITLE NAME _____

EMPLOYEE NAME _____

TASK FORCE ON EQUITABLE COMPENSATION
CLASSIFICATION / SPECIFICATION PROJECT

DIRECT CARE QUESTIONNAIRE

REVISED 7/7/87 CMJ

RATINGS:

A - Always C - Sometimes
B - Often D - Rarely
E - Never

DIRECT HEALTH CARE

I perform the following tasks on my job:

1. Provide personal grooming to individuals concerning bathing, dressing, hair care etc..
2. Instruct individuals on personal grooming habits concerning bathing, dressing, hair care etc..
3. Assist individuals who cannot or have difficulty feeding themselves.
4. Attend to individuals who cannot control their bladder or bowel activity.
5. Escort individuals to treatment within or outside the facility.
6. Search individuals for contraband (empty pockets or pocketbooks).
7. Search rooms or personal belongings for contraband.
8. Meet with agency staff.
9. Teach housekeeping, grooming, socialization or other related skills.
10. Arrange continuing outpatient care by contacting various agencies.
11. Monitor infection rate for control of infectious diseases.
12. Inform individuals about the side effects of diets, drugs, alcohol, or other dependency substances.
13. Evacuate residents from units, wards etc. in crisis situations.

RATINGS:

- A - Always
- B - Often
- C - Sometimes
- D - Rarely
- E - Never

DIRECT HEALTH CARE (con't)

I perform the following tasks on my job:

- 14. Guide individuals in carrying out long and short term goals.
- 15. Check that correct food items are served to individuals on special diets or medications.
- 16. Inspect assigned work area and equipment to ensure sanitary/sterile and safe standards are maintained.
- 17. Clean area prior to arrival of maintenance staff.
- 18. Plan specific therapy treatment activities in coordination with professional staff.
- 19. Implement a therapy program of activities designed to rehabilitate or habilitate individuals.
- 20. Monitor individuals with tendencies toward suicide, homicide and/or escape to ensure their well-being.
- 21. Report changes in behavior or symptoms to unit supervisor.
- 22. Groom (shave) individuals prior to examinations, special procedures or operations.
- 23. Teach individuals daily living skills.
- 24. Determine whether patient daily needs are met.
- 25. Participate in activities with clients designed to decrease anxiety, alleviate depression, or reduce hyperactivity.

If you perform any other direct care tasks please list them below.

RATINGS:

A - Always C - Sometimes
B - Often D - Rarely
E - Never

INTERPERSONAL CONTACT

I perform the following tasks on my job:

26. Answer routine questions.
27. Answer questions concerning application of regulations or policies.
28. Consult with outside agencies or individuals to obtain information needed to complete job assignments.
29. Confer with staff to assess clients needs or progress.
30. Call for services or materials needed for agency use.
31. Inform individuals on procedures necessary for completion of any form.
32. Address groups regarding agency program.
33. Explain agency program to visitors.
34. Determine appropriate forms required for agency service.
35. Record telephone calls or incoming visitors.
36. Request material for informational purposes from public or private agencies.
37. Inform residents families of items required for daily needs, visitations and duration of stay.
38. Contact personnel at other medical facilities.
39. Investigate complaints or concerns of residents' families, friends, physicians or other personnel.
40. Obtain consent forms to provide medical or dental services.
41. Write/read letters for individuals who are unable to do so for themselves.
42. Train employees on new equipment and/or changes in policy and procedures.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

INTERPERSONAL CONTACT (con't)

I perform the following tasks on my job:

- 43. Evaluate situations of individuals at home or in residential, institutional or other settings.
- 44. Provide individuals with information regarding various state and local agency programs available.
- 45. Complete job tasks by interacting on a daily basis with individuals.
- 46. Develop methods of dealing with difficult individuals.
- 47. Exchange information at changes of shift for continuity.
- 48. Interpret oral and/or written instructions, rules, policies, etc., for departmental or agency staff.
- 49. Confer with individuals who may be deaf or blind.
- 50. Conduct intake interviews to obtain information regarding program services and eligibility.
- 51. Conduct group activities.
- 52. Encourage individuals to continue therapy.
- 53. Motivate clients to achieve a more independent level of self care.

If you perform any other interpersonal contacts please list them below.

RATINGS:

A - Always C - Sometimes
B - Often D - Rarely
E - Never

MEDICAL SERVICES

I perform the following tasks on my job:

54. Implement quality control standards and procedures.
55. Provide simple first aid including applying ice, cleaning wound, stopping bleeding, etc..
56. Apply and change medical and surgical dressings.
57. Apply small dressings, elastic stockings, foot braces splints, etc.
58. Provide physical safety by attending to bed rails, restraints and proper transportation methods.
59. Monitor vital signs such as blood pressure, heart rate, etc..
60. Record vital signs and other care related data.
61. Prepare individuals for physical examination.
62. Describe procedures of physical examination.
63. Assist in the physical examination of residents.
64. Record positive or negative effects of medications.
65. Monitor fluid intake and output.
66. Monitor individuals receiving continuous intravenous therapy for infection, flow rate etc..
67. Obtain samples of urine, feces, etc. for diagnostic purposes.
68. Remove or position orthopedic, prosthesis or other supportive devices.
69. Instruct individuals in the use of prosthesis/orthopedic devices.
70. Administer various therapeutic and/or diagnostic procedures such as inhalation therapy, EKG, fluoroscopy etc..

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

MEDICAL SERVICES con't

I perform the following tasks on my job:

- 71. Administer range of motion exercises to individuals.
- 72. Develop in house courses of instruction to teach new medical or therapeutic techniques.
- 73. Place individuals into position for taking X-rays.
- 74. Mix barium and water solutions used for X-ray exams.
- 75. Develop and mount X-ray film using automatic or manual safety standards.
- 76. Inspect X-rays for clarity.
- 77. Load and unload X-ray film cassettes.
- 78. Inspect X-ray equipment and shielding devices to ensure proper protection.
- 79. Arrange X-ray film and pertinent case data for Radiologist reading and analysis.
- 80. Ensure that instruments and equipment are in working order for example clean, sharp, and sterile.
- 81. Provide medical services such as catheterization, etc..

If you perform any other medical services tasks please list them below.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

FOOD SERVICES

I perform the following tasks on my job:

- 82. Direct volume baking or cooking and organize work accordingly.
- 83. Adjust basic recipes or menus to fit nutritional or dietetic needs.
- 84. Repair minor problems with equipment and utensils.
- 85. Monitor area and equipment to maintain an orderly, sanitary and safe environment.
- 86. Prepare raw ingredients for cooking process such as fruits, vegetable, meats, poultry and fish.
- 87. Examine food to ensure that the color, texture, taste and nutritional values are maintained.
- 88. Ensure that Federal, State, Departmental and other necessary standards are met.
- 89. Instruct and supervise on preparing and cooking proper nutritional meals within budget limitations.
- 90. Serve food from steam tables to individuals.
- 91. Serve food directly to individuals in a dining room.
- 92. Deliver food to individuals.
- 93. Cook processed and non-processed foods.
- 94. Clean dishes, equipment, floors, walls or storage areas.

If you perform any other food services tasks please list them below.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

FILING

I perform the following tasks on my job:

- 95. General filing tasks such as insert, sort, retrieve or delete materials alphabetically, numerically or by subject.
- 96. Process residents records for filing by checking that they are complete and updating accordingly.
- 97. Collate residents records for easy access.
- 98. Develop new filing systems as needed.
- 99. Index (maintain) cross-reference file.
- 100. Establish computer files using a standardized procedures, updating when necessary.
- 101. Search files for misplaced material.
- 102. Record all material temporarily removed from files.
- 103. Assemble documents and other resource materials needed for meetings or hearings.
- 104. Summarize information obtained from files, reports, documents or meetings.
- 105. Operate standard office equipment such as copier, typewriter etc..

If you perform any other filing tasks please list them below.

RATINGS:

- A - Always C - Sometimes
B - Often D - Rarely
E - Never

RECORD KEEPING AND AGENCY PROCEDURES

I perform the following tasks on my job:

- 106. Record incoming and outgoing work.
- 107. Monitor confidentiality of program records or files.
- 108. Arrange records to insure timely action by using a tickler, reminder or appointment file.
- 109. Compile and maintain resource library.
- 110. Record other employee time and attendance.
- 111. Review for accuracy information on records according to established procedures.
- 112. Sort records to be deleted according to established schedule.
- 113. Decide the most efficient work procedure to process agency work or transactions.
- 114. Examine for approval or rejection, applications, claims or other requests.
- 115. Record all drugs administered.
- 116. Record pertinent data including medical history, subsequent evaluation and progress.
- 117. Record any scalp, ear or facial disorders seen.
- 118. Complete information required to admit or discharge individuals.
- 119. Prepare daily reports such as shift-to-shift occurrences and status sheets.

If you perform any other record keeping or agency procedures please list them below.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

INVENTORY AND SUPPLY

I perform the following tasks on my job:

- 120. Arrange materials and supplies for inventory control.
- 121. Request information from vendors on supplies, equipment furniture or other materials and services.
- 122. Inventory supplies and materials.
- 123. Complete requisitions for purchases.
- 124. Sign requisitions or purchase orders.
- 125. Requisition supplies and other materials from vendors.
- 126. Set stock levels to meet anticipated needs.
- 127. Distribute materials and supplies based on requisitions.
- 128. Record the use of materials and supplies.
- 129. Arrange perishable stock items by date received.
- 130. Review files to identify back orders of stock.
- 131. Inspect deliveries for proper type, quantity and condition.
- 132. Load and unload supplies, equipment or materials.
- 133. Arrange (stock) shelves with supplies and materials.

If you perform any other inventory and supply tasks please list them below.

RATINGS:
A - Always C - Sometimes
B - Often D - Rarely
E - Never

SCHEDULING

I perform the following tasks on my job:

- 134. Schedule travel arrangements.
- 135. Schedule dates, times and plans for meetings, conferences or other group activities.
- 136. Monitor agency member's schedule by maintaining appointment calendar.
- 137. Schedule use of agencies' facilities, rooms, equipment or other materials.
- 138. Schedule medical, dental, psychological or other appointments for patients/clients.
- 139. Create individual daily schedule based upon work goals and priorities.
- 140. Inform participants of time and place of meetings verbally or by letter.
- 141. Call for services or materials needed.
- 142. Schedule transfer of individuals.
- 143. Schedule speakers or instructors.
- 144. Schedule client programs or activities based on individual needs.

If you perform any other scheduling tasks please list them below.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

SUPERVISION

I perform the following tasks on my job:

- 145. Schedule employees working hours and vacation time.
- 146. Inform employees of office procedures and policies.
- 147. Instruct employees on new policies and procedures.
- 148. Reconcile personnel grievances among employees.
- 149. Assign specific duties to employees.
- 150. Evaluate work performance of employees.
- 151. Administer the continuation of agency programs or functions.
- 152. Establish work procedure and priorities.
- 153. Recommend personnel actions such as hiring, firing, promotions or disciplinary actions.
- 154. Make final decisions regarding employee/project work flow.
- 155. Review completed work for accuracy.
- 156. Evaluate the quality of work provided by the agency.
- 157. Develop new programs for agency growth or improvement.
- 158. Direct and assign personnel needed during fire, disaster, or emergency codes.

If you perform any other supervisory tasks please list them below.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

PHYSICAL DEMANDS

On my job I:

- 159. Sit for extended periods.
- 160. Stand for extended periods.
- 161. Walk for extended periods.
- 162. Bend, crouch or stretch.
- 163. Climb ladders or stairs.
- 164. Lift, push or pull more than 25 pounds dead weight.
- 165. Lift, push or pull individuals weighing more than 50 pounds.
- 166. Transfer individuals manually to and from wheelchairs, stretcher, beds etc..
- 167. Operate equipment such as hoyslfts, surgilfts and/or other mechanical devices.
- 168. Use tools or equipment.
- 169. Monitor variations in odors or sounds of working area.
- 170. Pay close attention to detail for instance printed text.
- 171. Transport individuals by bus, car, ambulance, etc..
- 172. Transport individuals via wheelchairs, stretchers etc..
- 173. Perform repetitious tasks.
- 174. Work below ground level in areas such as tunnels, ditches, excavations.

If your job requires any other type of physical demand please list it below.

RATINGS:

A - Always C - Sometimes
B - Often D - Rarely
E - Never

WORKING CONDITIONS

The major portion of work is performed in _____
(e.g., office, kitchen, ward, warehouse, stockroom,
prison, laboratory shop or cottage).

I have a working environment that contains:

- 175. Exposure to dust, dirt, grease or human waste.
- 176. Adequate heating and air conditioning.
- 177. Contact with electrical or mechanical equipment.
- 178. Contact with communicable disease.
- 179. Contact with chemicals.
- 180. Exposure to hazardous equipment ultrasonic, X-rays
mechanical, etc.
- 181. Contact with irritating or disagreeable odors.
- 182. Adequate space for performance of job duties.
- 183. Exposure to loud levels of noise.
- 184. Exposure to moderate levels of noise.
- 185. Exposure to low levels of noise.
- 186. Work on equipment such as ladders or scaffolds to
reach heights over 25 feet.
- 187. Work in freezers and/or food lockers.
- 188. Work out of doors in adverse weather conditions
for extended periods of time.

RATINGS:

- A - Always C - Sometimes
- B - Often D - Rarely
- E - Never

WORKING CONDITIONS (con't)

I have a working environment that involves:

- 189. Working at a variety of locations within one building.
- 190. Traveling to various locations (under 10 miles).
- 191. Traveling to various locations (over 10 miles).
- 192. Working with verbally or physically abusive or assaultive persons.
- 193. Working with emotionally disturbed, mentally ill or developmentally disabled individuals.
- 194. Working behind locked doors.
- 195. Traveling between buildings in the same institution in various weather conditions.
- 196. Coverage of more than one area during shortages of personnel.
- 197. Accessibility on a 24 hour basis.
- 198. Working varied shifts including weekends, holidays, evenings, or required overtime.
- 199. Restraining or assisting in restraining violent or convulsive individuals.
- 200. The use of protective devices (e.g., goggles, masks or gloves).

If your job exposes you to any other type of working environment please list it below.

1. What is the minimum amount of education required to do this job at entry level?

2. What is the minimum amount of experience required to do this job at entry level?

3. How long would it take to train someone to do this job at a minimally acceptable level?

4. What training courses have you taken to help you in your job?

5. What licenses are required to do this job?

6. What tools or equipment do you use in your job?

Appendix E

Job Evaluation Guide Charts - Current

Job Evaluation Guide Charts - Modified
(not finalized)

STATE OF NEW JERSEY

AUGUST 1970

HAY GUIDE CHART
KNOW-HOW

EDWARD W. HAY & ASSOCIATES

MEASURING KNOW HOW: Know-How has both scope (variety) and depth (thoroughness). Jobs require in varying combinations some knowledge about a lot of things, or a lot of knowledge about a few things. Thus, the concept of Know-How makes practical the comparison and weighing of the total Know-How content of different jobs in terms of:
"HOW MUCH KNOWLEDGE ABOUT HOW MANY THINGS?"

DEFINITION: Know-How is the sum total of every kind of skill, however acquired, needed for acceptable job performance. Know-How has 3 dimensions - the requirements for:

- Practical procedures, specialized techniques, and learned disciplines.
- Know-How of integrating and harmonizing the diversified functions involved in managerial situations (operating, supporting and administration). This Know-How may be exercised consultatively as well as executive and involves in some combination the areas of organizing, planning, executing, controlling and evaluating.
- Active, practicing skills in the area of human relationships.

		MANAGERIAL KNOW-HOW																			
		I. LIMITED Within a single activity, with appropriate concern for related activities.			II. INTERMEDIATE Primarily within single field or toward single objective with some integration of, or external integration with, other fields.			III. BROAD Integration and coordination of diversified activities in an important management area or consulting field.			IV. COMPREHENSIVE Comprehensive integration and coordination of diversified activities and functions in a major management area.			V. MAJOR Management at the level of policy making which affects the over-all management and operation of the State.			VI. TOTAL				
		1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.	1.	2.	3.		
SCIENTIFIC DISCIPLINES	SPECIALIZED TECHNIQUES	*** Human Relations Skills ***																			
		A. PRIMARY: Elementary plus some secondary (or equivalent) education; plus work indoctrination.	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	264
		B. ELEMENTARY VOCATIONAL: Familiarization in uninvolved, standardized work routines and/or use of simple equipment and machines.	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	350
		C. VOCATIONAL: Procedural or systematic proficiency, which may involve a facility in the use of specialized equipment.	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	460
		D. ADVANCED VOCATIONAL: Some specialized (generally nontechnical) skill(s), acquired on or off the job giving additional breadth or depth to a generally single function.	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	608
		E. BASIC SPECIALIZED: Sufficiency in a technique which requires a grasp either of involved practices and precedents; or of scientific theory and principles; or both.	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	800
		F. SEASONED SPECIALIZED: Proficiency, gained through wide exposure and experiences in a specialized or technical field, in a technique which combines a broad grasp either of involved practices and precedents; or of scientific theory and principles; or both.	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1056
		G. SPECIALIZED MASTERY: Determinative mastery of techniques, practices and theories gained through wide seasoning and/or special development.	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400	1400
		H. PROFESSIONAL MASTERY: Exceptional competence and unique mastery in economic and political affairs; or in scientific learned disciplines.	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840	1840
		I. EMINENT AUTHORITY: Unique command of principles, theories and practices of scientific discipline in an unusually difficult and complex professional field.	460	528	608	608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840	1840	2112	2432	2432

*** HUMAN RELATIONS SKILLS ***

1. BASIC: Ordinary courtesy and effectiveness in dealing with others.
2. IMPORTANT: Understanding, influencing, and/or serving people are important, but not critical considerations.
3. CRITICAL: Alternative or combined skills in understanding, selecting, developing, and motivating people are important to the National Board.

STATE OF NEW JERSEY
AUGUST 1970

THINKING CHALLENGE

PROBLEM-SOLVING

© 1970 by H. W. H. & Associates

MEASURING PROBLEM SOLVING: Problem Solving measures the intensity of the mental process which employs Know-How in analyzing, evaluating, creating, reasoning, striving at and making conclusions. To the extent that thinking is circumscribed by standards, covered by precedents, or referred to others, Problem Solving is diminished, and the emphasis correspondingly is on Know-How.

STEP VALUES	DEFINITION: Problem Solving is the original, self-starting thinking required by the job to: (1) identify, (2) define, and (3) resolve a problem. "You think with what you know..." this is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means. Ideas are put together from something already there. Therefore Problem Solving is treated as a percentage utilization of Know-How.	1. REPETITIVE Identical situations requiring solution by simple choice of learned things.	2. PATTERNED Similar situations requiring solution by discriminating choice of learned things.	3. INTERPOLATIVE Differing situations requiring search for solutions within area of learned things.	4. ADAPTIVE Variable situations requiring analytical, interpretative, evaluative, and/or constructive thinking.	5. UNCHARTED Novel or nonrecurrent patting situations requiring the development of new concepts and imaginative approaches.
3200		10%	14%	19%	25%	33%
2800		12%	16%	22%	29%	38%
2432		14%	19%	25%	33%	43%
2112		16%	22%	29%	38%	50%
1840		18%	25%	33%	43%	57%
1600		20%	27%	35%	45%	64%
1400		22%	29%	37%	47%	71%
1216		24%	31%	39%	49%	78%
1056		26%	33%	41%	51%	85%
920		28%	35%	43%	53%	92%
800		30%	37%	45%	55%	99%
700		32%	39%	47%	57%	100%
608		34%	41%	49%	59%	
528		36%	43%	51%	61%	
460		38%	45%	53%	63%	
400		40%	47%	55%	65%	
350		42%	49%	57%	67%	
304		44%	51%	59%	69%	
264		46%	53%	61%	71%	
230		48%	55%	63%	73%	
200		50%	57%	65%	75%	
175		52%	59%	67%	77%	
152		54%	61%	69%	79%	
132		56%	63%	71%	81%	
115		58%	65%	73%	83%	
100		60%	67%	75%	85%	
87		62%	69%	77%	87%	
76		64%	71%	79%	89%	
66		66%	73%	81%	91%	
57		68%	75%	83%	93%	
50		70%	77%	85%	95%	
43		72%	79%	87%	97%	
38		74%	81%	89%	99%	
33		76%	83%	91%	100%	
29		78%	85%	93%		
25		80%	87%	95%		
22		82%	89%	97%		
19		84%	91%	99%		
16		86%	93%	100%		
14		88%	95%			
13		90%	97%			
11		92%	99%			
10		94%	100%			
9		96%				
8		98%				
7		100%				
6						

DEFINITION: Accountability is the answerability for action and for the consequences thereof. It is the measured effect of the job on end results. It has three dimensions in the following order of importance:

- Freedom to Act – the degree of personal or procedural control and guidance as defined in the left-hand column below.
- Job Impact on End Results – as defined at upper right.
- Magnitude – indicated by the general dollar size of the areals most clearly or primarily affected by the job (on an annual basis).

STATE OF NEW JERSEY

AUGUST 1970

**HAY GUIDE CHART
ACCOUNTABILITY**

EDWARD H. HAY & ASSOCIATES

●● IMPACT OF JOB ON END RESULTS

REMOTE: Informational, recording, or routine services for use by others in taking action.

CONTRIBUTORY: Interpretive, advisory, or facilitating services for use by others in taking action.

SHARED: Participating with others (except own subordinates and supervisors), within or outside the organizational unit, in taking action.

PRIMARY: Controlling impact on end results where shared accountability of others is subordinate.

● FREEDOM TO ACT	●●● MAGNITUDE (annual basis)	(1) VERY SMALL OR INDETERMINATE Under \$100 M				(2) SMALL \$100 M – \$2 MM				(3) MEDIUM \$2 MM – \$20 MM				(4) LARGE \$20 MM – \$200 MM				(5) VERY LARGE \$200 MM – \$2 MMM				(6) Over \$2 MMM							
		●● IMPACT →				REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY				
		REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY	REMOTE	CONTRIB.	SHARED	PRIMARY				
A. PRESCRIBED: These jobs are subject to: Direct and detailed instructions Close supervision	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	57	33	43	57	76	43	57	76	100	57	76	100	132	A
	12	16	22	29	16	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	115					
	14	19	25	33	19	25	33	43	25	33	43	57	33	43	57	76	43	57	76	100	57	76	100	132					
B. CONTROLLED: These jobs are subject to: Instructions and established work routines Close supervision	16	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	B
	19	25	33	43	25	33	43	57	33	43	57	76	43	57	76	100	57	76	100	132	76	100	132	175					
	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200					
C. STANDARDIZED: These jobs are subject, wholly or in part, to: Standardized practices and procedures General work instructions Supervision of progress and results	25	33	43	57	33	43	57	76	43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	C
	29	38	50	66	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264					
	33	43	57	76	43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304					
D. GENERALLY REGULATED: These jobs are subject, wholly or in part, to: Practices and procedures covered by precedents or well-defined policy Supervisory review	38	50	66	87	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	D
	43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400					
	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460					
E. DIRECTED: These jobs, by their nature or size, are subject to: Broad practice and procedures covered by functional precedents and policies Managerial direction	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	E
	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608					
	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700					
F. GUIDANCE: These jobs are inherently subject only to broad policy and general management guidance, or to well estab- lished scientific or learned methodologies.	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	F
	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920					
	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056					
G. GENERAL GUIDANCE: These jobs, by reason of their nature or size, independent complexity and high degree of effect on State operations are subject only to guidance from the Governor's office; or, in scientific or learned disciplines, within limitations of the most advanced procedures there pertaining.	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	G
	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400					
	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600					
H. STRATEGIC GUIDANCE: These jobs, by reason of guidance of the Chief Executive Offi- cer, are characterized by a comprehensive and controlling effect on operations of the State; or, in scientific or learned disciplines, without constraint of established methodologies.	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840	1056	1400	1840	2432	H
	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112					
	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840	1056	1400	1840	2432					
I. GOVERNOR/CHIEF JUSTICE: These jobs are subject only to the limitations of the State Constitution as it pertains to the Executive or Judicial Branch.	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112	1216	1600	2112	2800	1600	2112	2800	3680	I
	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840	1056	1400	1840	2432	1400	1840	2432	3200					
	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112	1216	1600	2112	2800	1600	2112	2800	3680					

E-3

MANAGERIAL

		1. HOME OR MINIMAL				2. RELATED				3. DIVERSE				4. BROAD				5. COMPREHENSIVE				6. TOTAL MANAGEMENT							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TECHNICAL KNOW-HOW	HUMAN RELATIONS																												
	A. PRIMARY																												
	Elementary plus some secondary (or equivalent) education; plus work indoctrination.	50	57	66	76	66	76	87	100	87	100	115	132	115	132	152	175	152	175	200	230	200	230	264	304	200	230	264	304
	B. ELEMENTARY VOCATIONAL																												
	Familiarization in uninvolved, standardized work routines and/or use of simple equipment and machines.	66	76	87	100	87	100	115	132	115	132	152	175	152	175	200	230	200	230	264	304	254	304	350	400	254	304	350	400
	C. VOCATIONAL																												
	Procedural or systematic proficiency, which may involve a facility in the use of specialized equipment.	87	100	115	132	115	132	152	175	152	175	200	230	200	230	264	304	254	304	350	400	254	304	350	400	350	400	460	528
	D. ADVANCED VOCATIONAL																												
	Some specialized (generally nontechnical skills), however acquired, giving additional breadth or depth to a generally single functional element.	115	132	152	175	152	175	200	230	200	230	264	304	254	304	350	400	350	400	460	528	350	400	460	528	460	528	608	700
	E. BASIC TECHNICAL-SPECIALIZED																												
Sufficiency in a technique which requires a grasp either of involved practices and precedents; or of scientific theory and principles; or both.	152	175	200	230	200	230	264	304	264	304	350	400	350	400	460	528	460	528	608	700	460	528	608	700	608	700	800	920	
F. SEASONED TECHNICAL-SPECIALIZED																													
Proficiency, gained through wide exposure or experiences in a specialized or technical field, in a technique which combines a broad grasp either of involved practices and precedents or of scientific theory and principles; or both.	200	230	264	304	264	304	350	400	350	400	460	528	460	528	608	700	608	700	800	920	608	700	800	920	800	920	1056	1216	
G. TECHNICAL SPECIALIZED MASTERY																													
Determinative mastery of techniques, practices and theories gained through wide seasoning and/or special development.	264	304	350	400	350	400	460	528	460	528	608	700	608	700	800	920	800	920	1056	1216	800	920	1056	1216	1056	1216	1400	1600	
H. PROFESSIONAL MASTERY																													
Exceptional and unique mastery in scientific or other learned disciplines.	350	400	460	528	460	528	608	700	608	700	800	920	800	920	1056	1216	1056	1216	1400	1600	1056	1216	1400	1600	1400	1600	1840	2112	

HUMAN RELATIONS SKILLS

- Basic** - Ordinary courtesy in dealing with others through normal contacts, and the request for, or providing of information.
- Important** - Understanding and influencing people are important; in causing action or fostering understanding by others.
- Critical** - Skill in understanding, developing and motivating people or providing direct healthcare assistance and exercising enforceable control are critical considerations of the job.
- Essential** - The combination of skill in understanding, developing and motivating people and providing direct healthcare assistance and exercising enforceable control are important in the highest degree.

Modified

PROBLEM SOLVING GUIDE CHART

		●● THINKING CHALLENGE				
		1. REPETITIVE	2. PATTERNED	3. INTERPOLATIVE	4. ADAPTIVE	5. UNCHARTED
Thinking guided or circumscribed by:		10%	14%	19%	25%	33%
THINKING ENVIRONMENT	A. STRICT ROUTINE Simple rules and detailed instructions.	12%	16%	22%	29%	38%
	B. ROUTINE Established routines and standing instructions.	14%	19%	25%	33%	43%
	C. SEMI-ROUTINE Somewhat diversified procedures and precedents.	16%	22%	29%	38%	50%
	D. STANDARDIZED Substantially diversified procedures and specialized standards.	19%	25%	33%	43%	57%
	E. CLEARLY DEFINED Clearly defined policies and principles.	22%	29%	38%	50%	66%
	F. BROADLY DEFINED Broad policies and specific objectives.	25%	33%	43%	57%	76%
	G. GENERALLY DEFINED General policies and ultimate goals.	29%	38%	50%	66%	87%
	H. ABSTRACTLY DEFINED General laws of nature or science, business philosophy and cultural standards.	33%	43%	57%	76%	87%

ACCOUNTABILITY

MAGNITUDE

FREEDOM TO ACT	IMPACT	1. VERY SMALL OR INDETERMINATE				2. SMALL				3. MEDIUM				4. LARGE				5. VERY LARGE				6. EXTREMELY LARGE			
		Only very routine and limited scope judgments regarding interests of the enterprise are permitted. Minimal risks are addressed.				Judgments regarding interests of the enterprise and/or risk acceptance can determine production or certainty of job results.				Complex judgments regarding interests of the enterprise and/or risk acceptance control a major part of effectiveness and certainty of results that the agency is intended to produce.				Complex judgments regarding interests of the enterprise and/or risk acceptance facilitate the effectiveness and certainty of results for a significant part of the missions of the total enterprise.				Complex judgments regarding risk acceptance combined with those of other jobs to control results for the largest part of the missions of the total enterprise.				All-encompassing judgments uniquely determine positioning, interests, and acceptance of exposure to risks for the missions of the total enterprise.			
		A	C	S	P	A	C	S	P	A	C	S	P	A	C	S	P	A	C	S	P	A	C	S	P
FREEDOM TO ACT	A. PRESCRIBED These jobs are subject to: Prescribed instructions covering assigned tasks and/or immediate supervision.	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	57	33	43	57	76	43	57	76	100
	B. CONTROLLED These jobs are subject to: Instructions and established work routines and/or close supervision.	16	22	29	38	22	29	38	50	29	38	50	66	38	50	66	87	50	66	87	115	66	87	115	152
	C. STANDARDIZED These jobs are subject, wholly or in part to: Standardized practices and procedures and/or general work instructions and/or supervision of progress and results.	38	50	66	87	33	43	57	76	43	57	76	100	57	76	100	132	76	100	132	175	100	132	175	230
	D. GENERALLY REGULATED These jobs are subject, wholly or in part, to: Practices and procedures covered by precedents or well-defined policy and/or supervisory review.	25	33	43	57	50	66	87	115	66	87	115	152	87	115	152	200	115	152	200	264	152	200	264	350
	E. DIRECTED These jobs, by their nature or size, are subject to: Broad practice and procedures covered by functional precedents and policies and/or achievement of a circumscribed operational activity and/or managerial direction.	57	76	100	132	76	100	132	175	100	132	175	230	132	175	230	304	175	230	304	400	230	304	400	528
	F. ORIENTED DIRECTION These jobs, by their nature or size, are broadly subject to: Functional policies and goals and/or general managerial direction.	87	115	152	200	115	152	200	264	152	200	264	350	200	264	350	460	264	350	460	608	350	460	608	800
	G. GUIDED These jobs are inherently subject only to broad policy and general management guidance.	132	175	230	304	175	230	304	400	230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216
	H. STRATEGIC GUIDANCE These jobs, by reason of their size, independent complexity, and high degree of effect on company results are subject only to guidance from topmost management.	200	264	350	460	264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840
		230	304	400	528	304	400	528	700	400	528	700	920	528	700	920	1216	700	920	1216	1600	920	1216	1600	2112
		264	350	460	608	350	460	608	800	460	608	800	1056	608	800	1056	1400	800	1056	1400	1840	1056	1400	1840	2432

Modified

WORKING CONDITIONS

E-7

		PHYSICAL EFFORT																	
		A. Coordination, strength, or dexterity are at levels required within most aspects of daily life.			B. Coordination, strength, or dexterity must be greater or more enduring than is required within most aspects of daily life.			C. Unusual levels or combinations of coordination, strength, or dexterity must be exercised to meet job standards.			D. Unusual levels or combinations of coordination, strength, or dexterity are a critical component of performance.			E. Exceptional levels or combinations of sustained coordination, strength, or dexterity are a vital and essential component of performance.					
WORK ENVIRONMENT		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3			
SENSORY EFFORT	A. Routine awareness of the surrounding environment is required, but the job environment is as varied as that for most aspects of daily life.	10	12	14	14	16	19	19	22	25	25	29	33	25	29	33	33	38	43
	B. Attention and personal information processing effort must be more acute or enduring than is required within most aspects of daily life.	14	16	19	19	22	25	25	29	33	29	33	38	33	38	43	43	50	57
	C. Unusual specific acuity and/or durability of one or more of the major senses is required by job standards.	19	22	25	25	29	33	33	38	43	38	43	50	43	50	57	57	66	76
	D. Unusual specific acuity and/or durability of one or more of the major senses is a critical component of performance.	25	29	33	33	38	50	43	50	57	50	57	66	57	66	76	76	87	100
	E. Exceptional sensitivity, acuity, and/or durability of one or more of the major senses is a vital and essential component of performance.	33	38	43	43	50	66	57	66	76	66	76	87	76	87	100	100	115	132

WORK ENVIRONMENT:

- I. Environment is routinely safe and involves only limited annoying conditions.
- II. Identifiable conditions in the environment may be unsafe and noxious, distressing, or hostile on a consistent basis.
- III. Continuing avoidance of hazards and suppression of common reactions almost invariably produce noxious or life threatening conditions is necessary to permit performance.

Appendix F

Job Specification - Current

Job Specification - New
(draft)

NEW JERSEY DEPARTMENT OF CIVIL SERVICE

DIVISION OF CLASSIFICATION AND COMPENSATION

X-RAY TECHNICIAN

DEFINITION

Under a Supervisor of X-Ray Technicians in a State department, institution, hospital or clinic, operates X-Ray equipment; does related work as required.

EXAMPLES OF WORK

Operates X-ray apparatus used in making radiographic examinations and in giving treatments.

Prepares the solution and develops X-ray plates and films.

Mounts dental films.

Assists physicians making fluoroscopic examinations.

Prepares the schedule for the treatment of patients.

Keeps the X-ray and the dark rooms clean and in order.

Maintains accurate records of patients sent to be X-rayed or for treatment.

Prepares factual reports.

Maintains the records and files of X-ray prints and related materials.

REQUIREMENTS

License

Applicants must possess a License as a "Licensed Radiologic Technologist (LRT)" by the Radiologic Technology Board of Examiners of the New Jersey Department of Environmental Protection.

Appointee will be required to possess a driver's license valid in New Jersey only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

Knowledges and Abilities

Considerable knowledge of the operation of X-ray apparatus used in making radiographic examinations and in giving treatments.

Considerable knowledge of the procedures and materials used in preparing the solution and development of X-ray plates and films.

X-RAY TECHNICIAN

-2-

Considerable knowledge of making fluoroscopic examinations and of the precautions to be taken to avoid the harmful effects of the rays both to the patient and to the operator.

Ability to understand, remember, and carry out oral and written directions and to learn quickly from oral and written explanations and from demonstrations.

Ability to operate the X-ray apparatus used in making radiographic examinations and in giving treatments.

Ability to prepare solutions and to develop X-ray plates and films.

Ability to mount dental films.

Ability to assist physicians in making fluoroscopic examinations.

Ability to prepare treatment schedules.

Ability to keep the X-ray and dark rooms clean and in order.

Ability to prepare reports and keep the attendance records and files.

Ability to read, write, speak, understand, or communicate in English sufficiently to perform the duties of this position. American Sign Language or braille may also be considered as acceptable forms of communication.

Persons with mental or physical disabilities are eligible as long as they can perform the essential functions of the job after reasonable accommodation is made to their known limitations. If the accommodation cannot be made because it would cause the employer undue hardship, such persons may not be eligible.

Code: A12-18043

MIKE/J/CC WPC

5-23-84

X-RAY TECHNOLOGIST

CURRENT TITLE:

X-RAY TECHNICIAN

RECOMMENDED TITLE:

X-Ray Technologist

SUMMARY

Incumbents perform x-ray services for clients who may be emotionally, physically, developmentally disabled or physically assaultive. Incumbents perform other functions such as scheduling x-ray examinations and keeping records of x-rays. Work is performed under general supervision but is planned and accomplished on the written instructions of a licensed medical practitioner.

TYPICAL EXAMPLES OF WORK

Position patients for x-rays.

Determine proper exposure technique for taking the image.

Operate x-ray equipment.

Develop x-rays by adjusting the chemical levels and by operating x-ray processor.

Mount developed x-rays in order to evaluate for clarity.

Organize and maintain x-ray film files.

Inventory supplies and materials.

Requisition supplies and materials.

Arrange for repair of equipment and x-ray diagnosis services from vendors.

Record patient x-ray examinations and incoming and outgoing work.

Schedule and coordinate x-ray examination appointments.

Monitor continuously radiation output to ensure compliance to safety standards.

WORKING CONDITIONS

Must work with verbally and physically abusive patients who may be emotionally, physically, or developmentally disabled.

Must use protective devices such as radiation shields to prevent radiation contamination.

Contact with chemical solutions.

Contact with electrical equipment.

Lift or push children or adults.

Exposure to infections and communicable diseases.

Perform work behind locked doors in some facilities.

Stand or bend for extended periods of time.

RELATIONS TO OTHERS

Contact with medical practitioner, institution staff, and patients is a dominant feature of the job. Incumbents must demonstrate an ability to influence patients to be still and follow directions for extended periods of time while x-rays are being taken.

EDUCATION

High school diploma or its equivalent.

Completion of a 24-month course of study in diagnostic x-ray technology or its equivalent as determined by the Radiologic Technology Board of Examiner.

EXPERIENCE

None.

X-Ray Technologist-continued

LICENSE

Applicants must possess a valid license as a diagnostic radiologic technologist or its equivalent as determined by the Radiologic Technology Board of Examiners.

Possession, of a valid license to drive in the State of New Jersey only if the operation of a vehicle, rather than employee mobility, is necessary to perform the essential duties of the position.

KNOWLEDGE AND ABILITIES

Knowledge of human anatomy, physiology, and medical terminology.

Knowledge of X-ray techniques and equipment.

Knowledge of all State and federal laws, rules and regulations concerning x-ray equipment, patient and technologist safety practices.

Ability to position patients using the principles of anatomy and physiology.

Ability to measure patients for x-ray using the principles of anatomy and physiology.

Ability to operate x-ray equipment to include film exposure and processing equipment.

Ability to evaluate quality of x-rays.

Ability to maintain files.

Ability to maintain inventory and supplies.

Ability to prepare and maintain records and reports pertaining to x-rays, patients, and medical terminology.

Ability to schedule.

Ability to read, write, speak, understand, or communicate in English sufficiently to perform the duties of the position. Communication may include such forms as American Sign Language and braille.

X-Ray Technologist-continued

Persons with mental or physical disabilities are eligible as long as accommodation is made to their known limitations. If the accommodation cannot be made because it would cause undue hardship, such person may not be eligible.

USER AGENCY

This title is currently used by Department of Human Services.

IN-LINE SERIES

None

REVISED T26264 BLR 7/10/87
Y21626.072187rb

FINAL: _____

FINAL: _____

Appendix G

Tentative Range Movement for 143 Titles

TENTATIVE RANGE MOVEMENT
FOR 143 TITLES

RANGE	TITLE	MOVEMENT
18	ADMINISTRATIVE ASSISTANT 3	*
4	AGENCY AIDE	1
16	AGRICULTURAL PRODUCTS AGENT	*
10	AIDE COMMISSION FOR THE BLIND	*
12	ARMORER 3	*
24	ASSIST DISABILITY INSUR SUPER	*
7	ASSIST GROUNDS WORKER	2
12	ASSIST STOREKEEPER	*
6	AUDIT ACCOUNT CLERK	2
26	AUDITOR 1	*
27	AUDITOR 1 TAXATION	*
12	BARBER	*
14	BRIDGE OPERATOR	*
6	BUILDING MAINTENANCE WORKER	2
9	BUS DRIVER	2
16	CARPENTER	*
13	CASE FILE EVALUATOR	*
18	CHIEF BRIDGE OPERATOR	*
17	CLAIMS EXAMINER UI/DI	*
4	CLERK	3
6	CLERK BOOKKEEPER	2
9	CLERK DRIVER	*
7	CLERK STENOGRAPHER A	3
7	CLERK TRANSCRIBER	1
6	CLERK TYPIST	2
24	CLINICAL PHARMACIST	*
23	CLINICAL SPEC IN PSYCH	1
15	COMMUNICATIONS OPERATOR	*
19	COMPUTER OPERATOR 1	*
13	COMPUTER OPERATOR 3	*
11	CONSTRUCTION REPAIRER 2 TRANS	1
23	CONTRACT ADMINISTRATOR 2	*
7	COOK-10 MONTHS	5
10	COOK-12 MONTHS	2
27	CORRECTION CAPTAIN	*

24	CORRECTION LIEUTENANT	*
21	CORRECTION SERGEANT	*
14	COTTAGE TRAINING SUPERVISOR	4
12	COTTAGE TRAINING TECHNICIAN	2
19	CREW SUPERVISOR CARPENTERS	*
19	CREW SUPERVISOR EQUIPMENT OP	*
19	CREW SUPERVISOR HIGHWAY MAINT	*
7	DATA ENTRY MACHINE OP	*
8	DAY CARE AIDE	3
16	DAY CARE CENTER SUPERVISOR	3
12	DAY CARE CENTER TECHNICIAN	1
8	DAY CARE CENTER WORKER	4
14	DAY CARE COUNSELOR ASSISTANT	3
6	DENTAL AIDE	1
13	DENTAL ASSISTANT 1	*
8	DENTAL ASSISTANT 2	1
19	DENTAL HYGIENIST 1	*
16	DENTAL HYGIENIST 2	*
27	DISABILITY INSURANCE SUPERVIS	*
16	ELECTRICIAN	*
19	EMPLOYMENT COUNSELOR	*
12	EQUIPMENT OPERATOR	*
12	EQUIPMENT OPERATOR HIGHWAY	*
17	EXAMINER UNEMPLOYMENT TAX	*
19	FAMILY SERVICE SPECIALIST 3	3
14	GRADUATE NURSE 10 MONTHS	5
17	GRADUATE NURSE 12 MONTHS	2
10	GROUNDS WORKER	*
22	HABILITATION PLAN COORDINATOR	*
12	HAIRDRESSER	1
15	HEAD AUDIT ACCOUNT CLERK	*
15	HEAD BARBER	*
12	HEAD BUS DRIVER	2
15	HEAD CLERK	*
15	HEAD CLERK BOOKKEEPER	*
12	HEAD COOK 3	2
16	HEAD COTTAGE TRAIN SUPERVISOR	3
16	HEAD GROUNDS WORKER	*
15	HEAD HAIRDRESSER	*
16	HEAD NURSE 10 MONTHS	5
19	HEAD NURSE 12 MONTHS	2
14	HIGHWAY INSPECTOR	1
8	HUMAN SERVICES ASSISTANT	4

12	HUMAN SERVICES TECHNICIAN	2
11	INCOME MAINTENANCE TECHNICIAN	1
19	INSTITUT TRADE INSTRUCTOR 1	*
17	INSTITUT TRADE INSTRUCTOR 2	*
18	LIBRARIAN 3	*
7	LIBRARY ASSISTANT	*
10	MAINTENANCE WORKER 1 TRANS	*
8	MAINTENANCE WORKER 2 TRANS	*
17	MEDICAL SECURITY OFFICER	*
18	OFFICE SUPERVISOR	*
18	OPERATING ENGINEER HEAT & AIR	*
13	OPERATING ENGINEER REPAIRER	*
16	PAINTER	*
19	PAROLE COUNSELOR	*
12	PERSONNEL AIDE 2	*
19	PERSONNEL ASSISTANT 4	*
21	PHARMACIST	*
15	PHYSICAL THERAPY ASSISTANT	2
14	PRACTICAL NURSE	3
12	PRIN AUDIT ACCOUNT CLERK	*
11	PRIN CLERK	*
12	PRIN CLERK BOOKKEEPER	*
13	PRIN CLERK STENOGRAPHER	*
12	PRIN CLERK TYPIST	*
11	PRIN SOCIAL SERVICE AIDE	2
24	PRIN TRAINING TECHNICIAN	*
5	PROGRAM AIDE A HARRY MOORE SC	7
26	PROGRAM DEVEL SPEC 1	*
23	QUALITY ASSURANCE SPECIALIST	*
9	RECREATION AIDE	6
11	RECREATION ASSISTANT	4
15	REHABILITATION AIDE	2
11	REPAIRER	2
14	RESIDENTIAL LIVING SPECIALIST	3
17	RIGHT OF WAY NEGOTIATOR	1
15	SECRETARIAL ASSISTANT 3	*
8	SENIOR AUDIT ACCOUNT CLERK	1
8	SENIOR BUILDING MAINTENANCE W	2
21	SENIOR CLAIMS EXAMINER UI/DI	*
8	SENIOR CLERK BOOKKEEPER	3
8	SENIOR CLERK TYPIST	1
18	SENIOR CORRECTIONS OFFICER	*
11	SENIOR DAY CARE CENTER WORKER	3

16	SENIOR INCOME MAINT TECH	1
6	SENIOR LAUNDRY WORKER	2
18	SENIOR MEDICAL SECURITY OFFIC	*
9	SENIOR SOCIAL SERVICE AIDE	4
14	SENIOR THERAPY PROGRAM ASSIST	1
14	SENIOR UNEMPLOYMENT INSUR CLE	*
6	SOCIAL SERVICE AIDE	7
18	SPEECH THERAPIST 2	1
8	STORES CLERK	1
21	SUPERVISOR OF NURSING SERVICE	2
10	SUPPLY SUPPORT TECHNICIAN 3	1
11	TECHNICAL ASSISTANT 3	*
8	TELEPHONE OPERATOR TYPIST	*
9	THERAPY AIDE	5
11	THERAPY PROGRAM ASSISTANT	3
18	TRAINING TECHNICIAN	*
10	TRUCK DRIVER HIGHWAY	2
10	TRUCK DRIVER SINGLE AXLE	2
11	UNEMPLOYMENT INSURANCE CLERK	*
19	UNEMPLOYMENT INSURANCE TECH	*
9	WORD PROCESSING SPECIALIST 3	1
12	X RAY TECHNICIAN	2

* NO MOVEMENT IN TITLE