

THE HAY GUIDE CHART- PROFILE METHOD OF JOB EVALUATION 2015



*MAINE STATE GOVERNMENT
Maine Management Service Version*

1. KNOW-HOW
2. PROBLEM SOLVING
3. ACCOUNTABILITY
4. WORKING CONDITIONS

1. Know-How

- A. Technical Know-How
- B. Managerial Know-How
- C. Human Relations Skills

2. Problem Solving

- A. Thinking Environment
- B. Thinking Challenge

3. Accountability

- A. Freedom to Act
- B. Magnitude
- C. Impact

4. Working Conditions

- A. Physical Effort
- B. Environment
- C. Hazards

Factors not typically evaluated:

- Individual employee qualifications
- Employee performance
- Longevity
- Pay
- External market

Hay $\neq$ Pay

Range 24

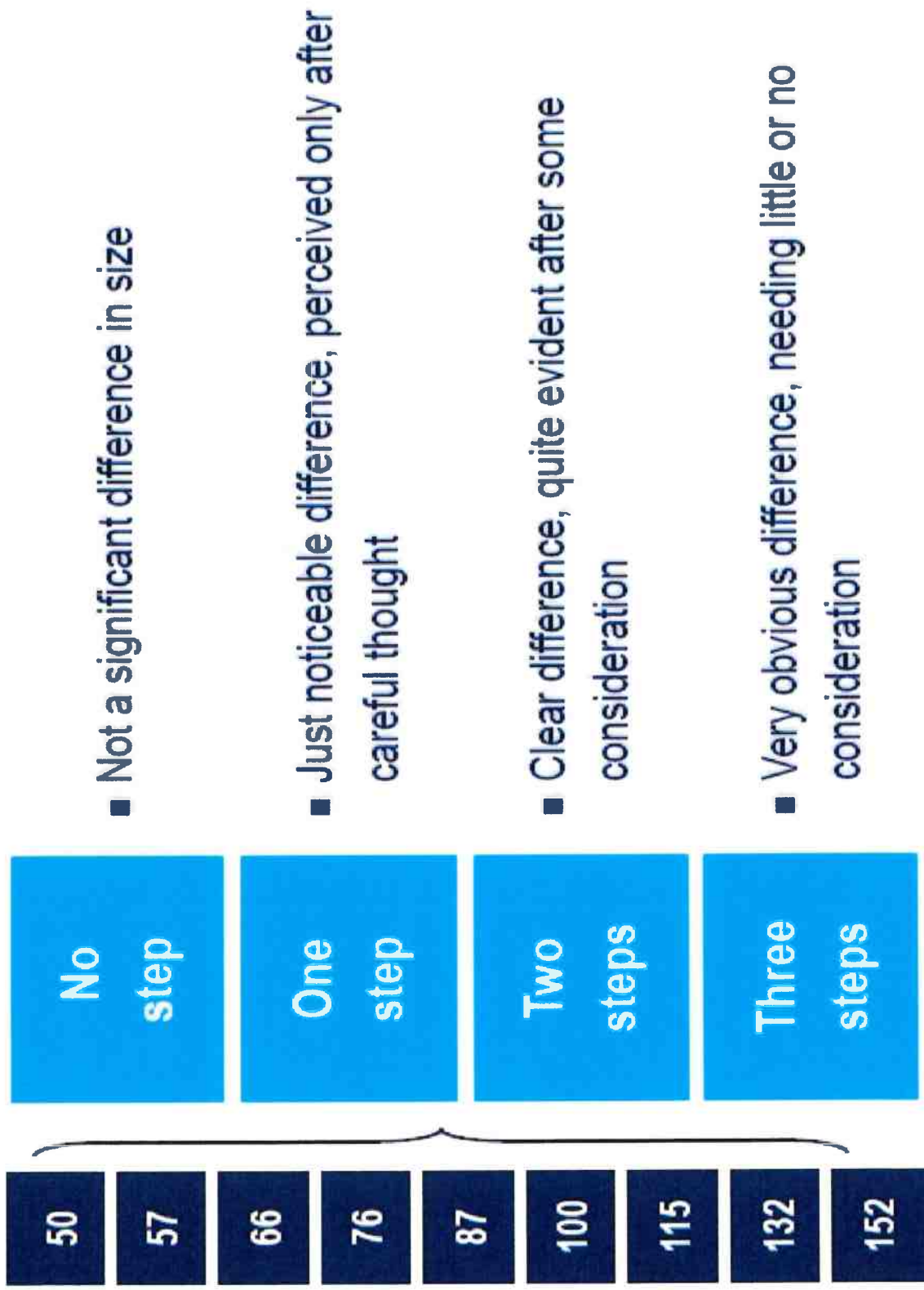
TITLE	Bargaining Unit	Minimum	Maximum	Steps
Management Analyst II (0393)	Professional & Technical	\$18.41	\$24.95	8
Education Specialist II (3042)	Professional & Technical (Education)	\$18.41	\$27.50	10
Central Fleet Manager (0065)	Supervisory Services	\$19.43	\$26.66	8
Assistant Principal (3038)	Supervisory Services (Education)	\$19.43	\$29.38	10
Health Services Supervisor (4391)	Supervisory Services (Nurse Management)	\$22.85	\$29.98	8
State Police Pilot (0224)	Law Enforcement	\$21.72	\$27.99	7

Understanding Hay Steps

15% difference
between steps

400
350
304
264
230
200
175
152
132
115
100
87
76
66
57
50
43
38
33
29
25
22

	T. Task		
	Performance of a task or tasks highly specific as to objective and content, with limited awareness of surrounding circumstances and events in the service unit.		
	1	2	3
	38	43	50
A. Primary	Basic literacy plus training for performance of repetitive operational or clerical routines, which may involve use of common tools and standard single purpose machines.	43	57
		50	57
		57	66



KNOW HOW

MANAGERIAL KNOW-HOW →

MANAGERIAL KNOW-HOW ⇒																						
T. Task				I. Minimal			II. Related			III. Diverse			IV. Broad			V. Major			VI. Total Management of the Organization			
Performance of a task or tasks highly specific as to objective and content, with limited awareness of surrounding circumstances and events in the service unit				Performance or supervision of an activity or activities with specific objectives and content, with general awareness of surrounding circumstances and events			Operational or conceptual integration or coordination of subfunctions which are relatively similar in nature and objective			Integration and coordination of diversified activities in an important management area or consulting field			Integration of functions in a major operating element of the organization, or coordination of strategic effects of significance statewide for the full organization			Management at the level of policy-making which affects the overall management and operation of the State						
1	2	3		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	
SPECIALIZED KNOW-HOW ⇓																						
A. Primary Basic literacy plus training for performance of repetitive operational or clerical routines, which may involve use of common tools and standard single purpose machines.																						
38	43	50		50	57	66	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	
43	50	57		57	66	76	76	87	100	100	115	132	132	152	175	175	200	230	230	264	304	
50	57	66		66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	
B. Elementary Vocational Familiarization with uninvolved, standardized work routines and/or use of equipment and machines.																						
50	57	66		66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	
57	66	76		76	87	100	100	115	132	132	152	175	175	200	230	230	264	304	304	350	400	
66	76	87		87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	
C. Vocational Proficiency in variable work routines, which may involve the use of specialized equipment.																						
66	76	87		87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	
76	87	100		100	115	132	132	152	175	175	200	230	230	264	304	304	350	400	400	460	528	
87	100	115		115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	
D. Advanced Vocational Some specialized (generally non-technical) knowledge/skills, acquired on or off the job, giving additional breadth or depth to a generally single function.																						
87	100	115		115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	
100	115	132		132	152	175	175	200	230	230	264	304	304	350	400	400	460	528	528	608	700	
115	132	152		152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	
E. Basic Specialized Sufficiency in techniques which require familiarity with involved practices and precedents, or of scientific theory and principles, or both.																						
115	132	152		152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	
132	152	175		175	200	230	230	264	304	304	350	400	400	460	528	528	608	700	700	800	920	
152	175	200		200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	
F. Seasoned Specialized Proficiency gained through wide experience and seasoning in a technical discipline or field requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or in a broad group of business systems essential in the exercise of managerial skills.																						
152	175	200		200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	
175	200	230		230	264	304	304	350	400	400	460	528	528	608	700	700	800	920	920	1056	1216	
200	230	264		264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400	
G. Specialized Mastery Mastery gained through extensive experience and seasoning in a technical discipline or field requiring comprehensive understanding of scientific theory, or in a specialized area requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or of complex business systems essential to providing administrative managerial perspective.																						
200	230	264		264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400	
230	264	304		304	350	400	400	460	528	528	608	700	700	800	920	920	1056	1216	1216	1400	1600	
264	304	350		350	400	460	460	528	608	608	700	800	800	920	1056	1056	1216	1400	1400	1600	1840	

KNOW HOW

Technical/Specialized

Level	Typical skill requirements	Training needed
A - Primary	Literacy and ciphering skills needed	Very short, On-The-Job
B - Elementary Vocational	Semi-skilled/simple repetitive assignments/use of basic equipment	Short, On-The-Job
C - Vocational	"Journey" level/specialized skills or equipment	Moderate, specialized training and experience
D - Advanced Vocational	Master vocational skills/procedural proficiency	Vocational training and considerable experience
E - Basic Specialized	Disciplinary understanding/technical sufficiency	College degree or equivalent training and experience
F - Seasoned Specialized	Technical, disciplinary proficiency	Advanced college study or equivalent training or experience
G - Specialized Mastery	Broad management knowledge or deep technical knowledge	Extensive management or technically specialized experience

KNOW-HOW EXERCISE 1: SPECIALIZED TECHNICAL KNOWLEDGE

JOB TITLE	DESCRIPTION	LEVEL
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	A B C D E F G H
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	A B C D E F G H
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	A B C D E F G H
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	A B C D E F G H
5. Accountant	• Performs staff audit functions for a small distribution company.	A B C D E F G H

MANAGERIAL KNOW-HOW ⇒

T. Task Performance of a task or tasks highly specific as to objective and content, with limited awareness of surrounding circumstances and events in the service unit.	I. Minimal Performance or supervision of an activity or activities with specific objectives and content, with general awareness of surrounding circumstances and events			II. Related Operational or conceptual integration or coordination of subfunctions which are relatively similar in nature and objective			III. Diverse Integration and coordination of diversified activities in an important management area or consulting field			IV. Broad Integration of functions in a major operating element of the organization, or coordination of strategic effects of significance statewide for the full organization			V. Major Management at the level of policy making which affects the overall management and operation of the State			VI. Total Management of the Organization		
	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3
SPECIALIZED KNOW-HOW ↓																		
A. Primary Basic literacy plus training for performance of repetitive operational or clerical routines, which may involve use of common tools and standard single purpose machines.	38	43	50	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200
	43	50	57	57	66	76	76	87	100	100	115	132	132	152	175	200	230	264
	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200	230	264	304
	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200	230	264	304
B. Elementary Vocational Familiarization with uninvolved, standardized work routines and/or use of equipment and machines.	50	57	66	66	76	87	87	100	115	115	132	152	152	175	200	230	264	304
	57	66	76	76	87	100	100	115	132	132	152	175	175	200	230	264	304	350
	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	304	350	400
	66	76	87	87	100	115	115	132	152	152	175	200	200	230	264	304	350	400
C. Vocational Proficiency in variable work routines, which may involve the use of specialized equipment.	76	87	100	100	115	132	132	152	175	175	200	230	230	264	304	350	400	460
	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	400	460	528
	87	100	115	115	132	152	152	175	200	200	230	264	264	304	350	400	460	528
	100	115	132	132	152	175	175	200	230	230	264	304	304	350	400	460	528	608
D. Advanced Vocational Some specialized (generally non-technical) knowledge/skills, 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	528	608	700
	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	528	608	700
	132	152	175	175	200	230	230	264	304	304	350	400	400	460	528	608	700	800
	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	700	800	920
E. Basic Specialized Sufficiency in techniques which require familiarity with involved practices and precedents, or of scientific theory and principles, or both.	115	132	152	152	175	200	200	230	264	264	304	350	350	400	460	528	608	700
	132	152	175	175	200	230	230	264	304	304	350	400	400	460	528	608	700	800
	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	700	800	920
	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	700	800	920
F. Seasoned Specialized Proficiency gained through wide experience and seasoning in a technical discipline or field requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or in a broad group of business systems essential in the exercise of managerial skills.	152	175	200	200	230	264	264	304	350	350	400	460	460	528	608	700	800	920
	175	200	230	230	264	304	304	350	400	400	460	528	528	608	700	800	920	1056
	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	920	1056	1216
	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	920	1056	1216
G. Specialized Mastery Mastery gained through extensive experience and seasoning in a technical discipline or field requiring comprehensive understanding of scientific theory, or in a specialized area requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or of complex business systems essential to providing administrative managerial perspective.	200	230	264	264	304	350	350	400	460	460	528	608	608	700	800	920	1056	1216
	230	264	304	304	350	400	400	460	528	528	608	700	700	800	920	1056	1216	1400
	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1216	1400	1600
	264	304	350	350	400	460	460	528	608	608	700	800	800	920	1056	1216	1400	1600

KNOW HOW

(Managerial)

LEVEL	REQUIREMENT
T - Task	Single-function task performer
I - Minimal	Individual performer or group leader/ supervisor responsible for specific, single- function activities.
II - Related	Related managerial direction - primarily within a single field.
III - Diverse	Diverse managerial integration.

KNOW-HOW EXERCISE 2: MANAGERIAL KNOW-HOW

JOB TITLE	DESCRIPTION	LEVEL
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	T I II III IV V VI
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	T I II III IV V VI
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	T I II III IV V VI
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	T I II III IV V VI
5. Accountant	• Performs staff audit functions for a small distribution company.	T I II III IV V VI

MANAGERIAL KNOW-HOW ⇒																						
SPECIALIZED KNOW-HOW ⇓																						
T. Task Performance of a task or tasks highly specific as to objective and content, with limited awareness of surrounding circumstances and events in the service unit.				I. Minimal Performance or supervision of an activity or activities with specific objectives and content, with general awareness of surrounding circumstances and events			II. Related Operational or conceptual integration or coordination of subfunctions which are relatively similar in nature and objective			III. Diverse Integration and coordination of diversified activities in an important management area or consulting field			IV. Broad Integration of functions in a major operating element of the organization, or coordination of strategic effects of significance statewide for the full organization			V. Major Management at the level of policy-making which affects the overall management and operation of the State			VI. Total Management of the Organization			
1	2	3		1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	1	2	3	
A. Primary Basic literacy plus training for performance of repetitive operational or clerical routines, which may involve use of common tools and standard single purpose machines.				38	43	50	50	57	66	66	76	87	100	115	132	152	152	175	200	200	230	264
B. Elementary Vocational Familiarization with uninvolved, standardized work routines and/or use of equipment and machines.				43	50	57	57	66	76	76	87	100	115	132	152	175	175	200	230	230	264	304
C. Vocational Proficiency in variable work routines, which may involve the use of specialized equipment.				50	57	66	66	76	87	87	100	115	132	152	175	200	200	230	264	264	304	350
D. Advanced Vocational Some specialized (generally non-technical) knowledge/skills, acquired on or off the job, giving additional breadth or depth to a generally single function.				57	66	76	76	87	100	115	132	152	175	200	230	264	264	304	350	350	400	460
E. Basic Specialized Sufficiency in techniques which require familiarity with involved practices and precedents, or of scientific theory and principles, or both.				66	76	87	87	100	115	132	152	175	200	230	264	264	304	350	350	400	460	528
F. Seasoned Specialized Proficiency gained through wide experience and seasoning in a technical discipline or field requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or in a broad group of business systems essential in the exercise of managerial skills.				66	76	87	87	100	115	132	152	175	200	230	264	264	304	350	350	400	460	528
G. Specialized Mastery Mastery gained through extensive experience and seasoning in a technical discipline or field requiring comprehensive understanding of scientific theory, or in a specialized area requiring comprehensive understanding of a combination of involved practices, precedents, facts and conditions, or of complex business systems essential to providing administrative managerial perspective.				76	87	100	100	115	132	152	175	200	230	264	264	304	350	350	400	460	528	608
				87	100	115	115	132	152	175	200	230	264	264	304	350	350	400	460	528	608	700
				100	115	132	132	152	175	200	230	264	264	304	350	350	400	460	528	608	700	800
				115	132	152	152	175	200	230	264	264	304	350	350	400	460	528	608	700	800	1056
				132	152	175	175	200	230	264	264	304	350	350	400	460	528	608	700	800	920	1056
				152	175	200	200	230	264	264	304	350	350	400	460	528	608	700	800	920	1056	1216
				175	200	230	230	264	304	350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840
				200	230	264	264	304	350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840	2080
				230	264	304	304	350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840	2080	2320
				264	304	350	350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840	2080	2320	2560

HUMAN RELATIONS SKILLS

1. Basic

- Common courtesy, tact, and effectiveness in dealing with others to meet their needs
- Give and receive information, ask questions and get clarification
- At a minimum, expected of every employee in the organization

2. Important

- Skills required to understand, persuade, and influence outcomes
- Influences behavior, change opinions or turn a situation around
- Examples: Lead Worker, Customer Service Representative, Technical Sales Representative

3. Critical

- Requirements to motivate, develop, negotiate, mediate, or cause commitments (to cause actions to occur that would not likely occur without human relationships interactions)
- Examples: Sales representative, supervisors/managers of people, labor negotiators

KNOW-HOW EXERCISE 3: HUMAN RELATIONS SKILLS

JOB TITLE	DESCRIPTION	LEVEL		
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	1	2	3
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	1	2	3
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	1	2	3
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	1	2	3
5. Accountant	• Performs staff audit functions for a small distribution company.	1	2	3

Placement In The Box

I. Minimal Performance or super- vision of an activity or activities with specific objectives and content, with general awareness of surrounding circumstances and events.	1	2	3
	152	175	200
	175	200	230
	200	230	264
E. Basic Specialized Sufficiency in techniques which require familiarity with involved practices and precedents, or of scientific theory and principles, or both.			

PROBLEM SOLVING

THINKING CHALLENGE⇒					
THINKING ENVIRONMENT ↓					
	1. Repetitive Simple, repetitive, or identical situations requiring solution by recall of specific learned things.	2. Patterned Similar situations requiring solution by discriminating choice of learned things.	3. Interpolative Differing situations which present some new materials requiring search for solutions within area of learned things.	4. Adaptive Variable situations requiring analytical, interpretive, evaluative, and/or constructive approaches.	5. Uncharted Novel pathfinding situations requiring the development of new concepts and imaginative approaches.
A. Strict Routine Simple rules and detailed instructions.	10%	14%	19%	25%	33%
B. Routine Established routines and standing instructions.	12%	16%	22%	29%	38%
C. Semi-Routine Somewhat diversified procedures and precedents.	14%	19%	25%	33%	43%
D. Standardized Substantially diversified procedures and specialized standards.	16%	22%	29%	38%	50%
E. Clearly Defined Clearly defined policies, principles and departmental objectives.	19%	25%	33%	43%	57%
F. Broadly Defined Broad policies and specific objectives.	22%	29%	38%	50%	66%
G. Generally Defined Thinking within general policies, principles and goals under guidance.	25%	33%	43%	57%	76%
H. Abstractly Defined General laws of nature or science, business philosophy, and cultural standards.	29%	38%	50%	66%	87%

PROBLEM SOLVING: THINKING ENVIRONMENT

Levels	Job comprehension	Thinking guided by	Latitude permitted	Typical jobs
A - Strict routine	What to do and how to do it: -exact instructions	Simple rules and detailed instructions	None / minimal	Clerk, Custodian
B - Routine	What to do and how to do it: -specific instructions	Established routines and standing instructions	Variations in sequence	Receptionist, Driver
C - Semi-routine	What to do and how to do it: -some options for sequencing	Somewhat diversified procedures and precedents	Organizing workflow in best sequence	Secretary, Account Clerk, Lead Worker
D - Standardized	Told what to do; options on how	Substantially diversified procedures and specialized standards	Choice of procedures and sequence	Accountant, Engineer, Line Supervisor
E - Clearly Defined	Told what to do; free to think about how	Clearly defined policies and principles	Development of procedures	Dept. Manager, Sr. Professional
F - Broadly Defined	Told what to do in very broad terms	Broad policies and specific objectives	Development of plans, priorities, and processes to achieve objectives	Functional Executive
G - Generally Defined	Free to think about all of the organization under Broad guidance	General policies and ultimate goals	Latitude to consider organizational direction	Core Executives

PROBLEM SOLVING EXERCISE 1: THINKING ENVIRONMENT

JOB TITLE	DESCRIPTION	LEVEL
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	A B C D E F G H
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	A B C D E F G H
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	A B C D E F G H
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	A B C D E F G H
5. Accountant	• Performs staff audit functions for a small distribution company.	A B C D E F G H

THINKING CHALLENGE⇒

THINKING ENVIRONMENT ↓		1. Repetitive Simple, repetitive, or identical situations requiring solution by recall of specific learned things.	2. Patterned Similar situations requiring solution by discriminating choice of learned things.	3. Interpolative Differing situations which present some new materials requiring search for solutions within area of learned things.	4. Adaptive Variable situations requiring analytical, interpretive, evaluative, and/or constructive approaches.	5. Uncharted Novel pathfinding situations requiring the development of new concepts and imaginative approaches.
THINKING CHALLENGE⇒	A. Strict Routine Simple rules and detailed instructions.	10%	14%	19%	25%	33%
	B. Routine Established routines and standing instructions.	12%	16%	22%	29%	38%
	C. Semi-Routine Somewhat diversified procedures and precedents.	14%	19%	25%	33%	43%
	D. Standardized Substantially diversified procedures and specialized standards.	16%	22%	29%	38%	50%
	E. Clearly Defined Clearly defined policies, principles and departmental objectives.	19%	25%	33%	43%	57%
	F. Broadly Defined Broad policies and specific objectives.	22%	29%	38%	50%	66%
	G. Generally Defined Thinking within general policies, principles and goals under guidance.	25%	33%	43%	57%	76%
	H. Abstractly Defined General laws of nature or science, business philosophy, and cultural standards.	29%	38%	50%	66%	87%

PROBLEM SOLVING: THINKING CHALLENGE

	1	2	3	4
	Repetitive	Patterned	Interpolative	Adaptive
Overview	"This is the Answer."	"Which is the Answer?"	"Where is the Answer?"	"Is this the Right Question?"
Situations encountered	Identical	Similar	Differing	Variable
Thinking response	Simple Choice (<i>True/False</i>)	Multiple Choice	Search for Solutions	Search Outside Available Sources
Thought process	-Recognize/Recall	-Recognize/Recall -Sort	-Search	-Analyze -Interpret -Evaluate
Typical jobs	File Clerk, Custodian	Account Clerk, Secretary, Technician	Accountant, Engineer, Programmer, Supervisor	Sr. Professional, Dept. Manager, Executive

PROBLEM SOLVING EXERCISE 2: THINKING CHALLENGE

JOB TITLE	DESCRIPTION	LEVEL				
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	1	2	3	4	5
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	1	2	3	4	5
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	1	2	3	4	5
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	1	2	3	4	5
5. Accountant	• Performs staff audit functions for a small distribution company.	1	2	3	4	5

Placement In The Box

3. Interpolative Differing situations which present some new materials requiring search for solutions within area of learned things.	33%
..... E. Clearly Defined Clearly defined policies, principles and departmental objectives.	38%

PROBLEM SOLVING: FINDING THE POINTS

POINT CONVERSION TABLE

Read the Problem Solving Points at the Intersection of the Know-How Points Column and the PS% Row in this Table																													
KH	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	1216	1400
87%	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056	1216
76%	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920	1056
66%	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800	920
57%	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700	800
50%	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608	700
43%	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528	608
38%	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460	528
33%	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400	460
29%	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350	400
25%	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304	350
22%	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304
19%	5	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264
16%	5	5	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200	230
14%	4	4	5	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175	200
12%	3	4	5	5	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152	175
10%	3	3	4	4	5	6	7	8	9	10	12	14	16	19	22	25	29	33	38	43	50	57	66	76	87	100	115	132	152

ACCOUNTABILITY

M = Thousand
MM = Million
MMM = Billion

MAGNITUDE ⇒
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FREEDOM TO ACT ↓

	N. Non-Quantifiable						1. Very Small or Indeterminate Major job effect is on results with an indeterminate or very small relationship to the missions of the total organization.						2. Small Major job effect is on results with a small relationship to the missions of the total organization. This may encompass a portion of revenue, operating budget or funds managed.						3. Medium Major job effect is on results with a medium relationship to the mission of the total organization. This may encompass a portion of revenue, operating budget or funds managed.						4. Large Major job effect is on results with a large relationship to the mission of the total organization. This may encompass a portion of revenue, operating budget or funds managed.						5. Overall Organization					
	Under \$10M						Under \$100M						\$100M - \$1MM						\$1MM - \$10MM						\$10MM - \$100MM						\$100MM - \$1MMM					
	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.	A.	C.	S.	P.
A. Prescribed These jobs are subject to prescribed instructions covering assigned tasks and/or immediate supervision.	8	10	14	19	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	57	33	43	57	76	25	33	43	57	33	43	57	76	33	43	57	76
	9	12	16	22	12	16	22	29	16	22	29	38	22	29	38	50	29	38	50	66	29	38	50	66	29	38	50	66	38	50	66	87	38	50	66	87
	10	14	19	25	14	19	25	33	19	25	33	43	25	33	43	57	25	33	43	57	33	43	57	76	33	43	57	76	43	57	76	100	43	57	76	100
B. Controlled These jobs are subject to instructions and established work routines and/or close supervision.	12	16	22	29	16	22	29	38	22	29	38	50	29	38	50	66	29	38	50	66	29	38	50	66	29	38	50	66	50	66	87	115	50	66	87	115
	14	19	25	33	19	25	33	43	25	33	43	57	25	33	43	57	25	33	43	57	33	43	57	76	33	43	57	76	57	76	100	132	57	76	100	132
	16	22	29	38	22	29	38	50	29	38	50	66	29	38	50	66	29	38	50	66	38	50	66	87	38	50	66	87	66	87	115	152	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.	19	25	33	43	25	33	43	57	33	43	57	76	33	43	57	76	33	43	57	76	43	57	76	100	43	57	76	100	57	76	100	132	57	76	100	132
	22	29	38	50	29	38	50	66	38	50	66	87	38	50	66	87	38	50	66	87	50	66	87	115	50	66	87	115	66	87	115	152	66	87	115	152
	25	33	43	57	33	43	57	76	33	43	57	76	43	57	76	100	43	57	76	100	57	76	100	132	57	76	100	132	76	100	132	175	76	100	132	175
D. Generally Regulated Practices and procedures are covered by well-defined policy or classified through review.	29	38	50	66	38	50	66	87	50	66	87	115	50	66	87	115	50	66	87	115	66	87	115	152	66	87	115	152	87	115	152	200	87	115	152	200
	33	43	57	76	43	57	76	100	43	57	76	100	57	76	100	132	57	76	100	132	76	100	132	175	76	100	132	175	100	132	175	230	100	132	175	230
	38	50	66	87	50	66	87	115	50	66	87	115	66	87	115	152	66	87	115	152	76	100	132	175	76	100	132	175	115	152	200	264	115	152	200	264
E. Directed Broad practices and procedures covered by functional precedents and policies, or achievement of circumscribed operational activities, or clarified through direction as to objectives.	43	57	76	100	57	76	100	132	57	76	100	132	76	100	132	175	76	100	132	175	100	132	175	230	100	132	175	230	132	175	230	304	132	175	230	304
	50	66	87	115	66	87	115	152	66	87	115	152	87	115	152	200	87	115	152	200	115	152	200	264	115	152	200	264	152	200	264	350	152	200	264	350
	57	76	100	132	76	100	132	175	76	100	132	175	100	132	175	230	100	132	175	230	132	175	230	304	132	175	230	304	175	230	304	400	175	230	304	400
F. Oriented Direction These jobs, by their nature or size, are broadly subject to functional policies and goals and/or general managerial direction.	66	87	115	152	87	115	152	200	87	115	152	200	115	152	200	264	115	152	200	264	152	200	264	350	152	200	264	350	200	264	350	460	200	264	350	460
	76	100	132	175	100	132	175	230	100	132	175	230	132	175	230	304	132	175	230	304	175	230	304	400	175	230	304	400	175	230	304	400	304	400	528	700
	87	115	152	200	115	152	200	264	115	152	200	264	152	200	264	350	152	200	264	350	200	264	350	460	200	264	350	460	264	350	460	608	264	350	460	608
G. General Guidance These jobs by reason of their nature and size, independent complexity and high degree of effect on state operations, are subject only to the guidance from the Governor's Office.	100	132	175	230	132	175	230	304	132	175	230	304	175	230	304	400	175	230	304	400	230	304	400	528	230	304	400	528	304	400	528	700	304	400	528	700
	115	152	200	264	152	200	264	350	152	200	264	350	200	264	350	460	264	350	460	608	264	350	460	608	264	350	460	608	350	460	608	800	350	460	608	800
	132	175	230	304	175	230	304	400	175	230	304	400	230	304	400	528	230	304	400	528	304	400	528	700	304	400	528	700	400	528	700	920	400	528	700	920
H. Governor/Chief Justice These jobs are subject only to the limitations of the State Constitution as it pertains to the Executive or Judicial Branch.	152	200	264	350	200	264	350	460	264	350	460	608	264	350	460	608	264	350	460	608	350	460	608	800	350	460	608	800	460	608	800	1056	460	608	800	1056
	175	230	304	400	230	304	400	528	230	304	400	528	304	400	528	700	304	400	528	700	400	528	700	920	400	528	700	920	528	700	920	1216	528	700	920	1216
	200	264	350	460	264	350	460	608	264	350	460	608	350	460	608	800	350	460	608	800	460	608	800	1056	460	608	800	1056	608	800	1056	1400	608	800	1056	1400

ACCOUNTABILITY: FREEDOM TO ACT

Level	Supervision	Procedural guidance	Latitude	Typical jobs
A	Prescribed	Detailed instructions	Minimal “Do as I say.”	Custodian, General Clerk, File Clerk
B	Controlled	Work routines and instructions	Rearrangement of work sequence	Receptionist, Carpenter
C	Standardized	Standard practices and procedures, vary sequence and routine	Variation in work sequence and routine	Administrative Assistant, Customer Service Rep, Technician
D	Generally regulated	Well-defined policy, precedent	Modification of practices and procedures; determine own priorities	Engineer, Senior Accountant, Supervisor
E	Directed	Functional precedents/policies and managerial direction	Independence within budgets, plans, policies, and precedents	Department Manager, Plant Manager
F	Guidance	Functional policies and organizational goals	Wide discretion with operating policies and precedents	Function Executive
G	General Guidance	Broad policy and strategic objectives	Determination of operating direction of major function(s)	Core executive
H	Governor/ Chief Justice			CEO, COO

ACCOUNTABILITY EXERCISE 1: FREEDOM TO ACT

JOB TITLE	DESCRIPTION	LEVEL
1. Packaging Supervisor	Supervises 12 employees packaging candy.	A B C D E F
2. Custodian	General maintenance of factory floor including use of power sweeper, wax machine.	A B C D E F
3. Director, Employee Relations	Responsible for the negotiation of a union labor contract as the organization's spokesperson	A B C D E F
4. Plumber	Conducts routine maintenance and minor plumbing repairs for assigned areas.	A B C D E F
5. Accountant	Performs staff audit functions for a small distribution company.	A B C D E F

MAGNITUDE $\Rightarrow$
The 2002 AMI is 5.0

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MAGNITUDE $\Rightarrow$
The 2002 AMI is 5.0

MAGNITUDE $\Rightarrow$
The 2002 AMI is 5.0

ACCOUNTABILITY: IMPACT (& MAGNITUDE)

IMPACT	QUANTIFIABLE ⇒	Informational, recording, or other incidental services for use by others in taking action.	Interpretive, advisory, or facilitating services for use by others in taking action in relation to some important end result.	Participating with others (except own subordinates and superiors), within or outside the organizational unit, in taking action.	Controlling impact on end results, where shared accountability with others is secondary
	NON-QUANTIFIABLE ⇒	A. ANCILLARY Incidental support services which do not have a clearly measurable effect on work flow or persons served.	C. CONTRIBUTORY Routine support services or production tasks for use or completion by others.	S. SHARED Higher value added services (analysis, diagnosis or production tasks) which noticeably affect the work results.	P. PRIMARY Leadership role in service provided or production tasks performed

ACCOUNTABILITY EXERCISE 2: MAGNITUDE & IMPACT

JOB TITLE	DESCRIPTION	LEVEL
1. Packaging Supervisor	Supervises 12 employees packaging candy.	M - N 1 2 3 I - A C S P
2. Custodian	General maintenance of factory floor including use of power sweeper, wax machine.	M - N 1 2 3 I - A C S P
3. Director, Employee Relations	Responsible for the negotiation of a union labor contract as the organization's spokesperson	M - N 1 2 3 I - A C S P
4. Plumber	Conducts routine maintenance and minor plumbing repairs for assigned areas.	M - N 1 2 3 I - A C S P
5. Accountant	Performs staff audit functions for a small distribution company.	M - N 1 2 3 I - A C S P

Placement In The Box

E. Directed Broad practices and procedures covered by functional precedents and policies, or achievement of circumscribed operational activities, or clarified through direction as to objectives.	1. Very Small or Indeterminate Major job effect is on results with an indeterminate or very small relationship to the missions of the total organization.			
	Under \$100M			
	A.	C.	S.	P.
	57	76	100	132
	66	87	115	152
	76	100	132	175

WORKING CONDITIONS

STATE OF MAINE

DEFINITION: Working conditions are made up of:

Physical Effort—defined at right

Environment—defined at right

Hazards—the factors taken on the average which increase the risk of injury, accident or sickness as follows:

- Minimal presence of hazards; predictable and controllable.
- Moderate hazards; somewhat predictable and controllable.
- Potentially severe hazards; unpredictable and difficult to control.



WORKING CONDITIONS

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Environment, includes occasional, intermittent, or continuous exposure, of varying intensities, to such things as dust, dirt, heat, cold, fumes, steam, moisture, noise, and abnormal human behavior.

Physical Effort, involving continuous or intermittent handling of heavy or medium heavy materials; frequent or continuous work in awkward positions.

		• • • ENVIRONMENT								
		1. NORMAL			2. UNPLEASANT			3. DIFFICULT		
		General office or other equivalent environment. Little or no exposure to abnormal human behavior.			Intermittent requirement of unavoidable exposure to unfavorable atmospheric conditions; or extreme temperatures; or noisy, dusty, oily, wet environment or abnormal human behavior.			Constant requirement of unavoidable exposure to unfavorable atmospheric conditions; or extreme temperatures; or extremely noisy, dirty, cramped or otherwise difficult surroundings or abnormal human behavior.		
		a	b	c	a	b	c	a	b	c
A. NORMAL	Physical effort usually encountered in the broad range of office or bench work.	0	0	7	0	6	8	0	7	10
		0	6	8	0	7	10	6	8	12
		0	7	10	6	8	12	7	10	14
B. MODERATE	Intermittent requirements for considerable physical effort; handling medium heavy materials; frequent work in strained positions; or all three.	0	7	10	6	8	12	7	10	14
		6	8	12	7	10	14	8	12	16
		7	10	14	8	12	16	10	14	19
C. STRENUOUS	Continuous requirements for considerable physical effort; handling heavy materials; continuous work in strained positions; or all three.	7	10	14	8	12	16	10	14	19
		8	12	16	10	14	19	12	16	22
		10	14	19	12	16	22	14	19	25

WORKING CONDITIONS EXERCISE 1: PHYSICAL EFFORT

JOB TITLE	DESCRIPTION	LEVEL		
1. Packaging Supervisor	• Supervises 12 employees packaging candy.	A	B	C
2. Custodian	• General maintenance of factory floor including use of power sweeper, wax machine.	A	B	C
3. Director, Employee Relations	• Responsible for the negotiation of a union labor contract as the organization's spokesperson	A	B	C
4. Plumber	• Conducts routine maintenance and minor plumbing repairs for assigned areas.	A	B	C
5. Accountant	• Performs staff audit functions for a small distribution company.	A	B	C

WORKING CONDITIONS EXERCISE 2: ENVIRONMENT

JOB TITLE	DESCRIPTION	LEVEL		
1. Packaging Supervisor	Supervises 12 employees packaging candy.	1	2	3
2. Custodian	General maintenance of factory floor including use of power sweeper, wax machine.	1	2	3
3. Director, Employee Relations	Responsible for the negotiation of a union labor contract as the organization's spokesperson	1	2	3
4. Plumber	Conducts routine maintenance and minor plumbing repairs for assigned areas.	1	2	3
5. Accountant	Performs staff audit functions for a small distribution company.	1	2	3

WORKING CONDITIONS EXERCISE 3: HAZARDS

JOB TITLE	DESCRIPTION	LEVEL		
1. Packaging Supervisor	Supervises 12 employees packaging candy.	a	b	c
2. Custodian	General maintenance of factory floor including use of power sweeper, wax machine.	a	b	c
3. Director, Employee Relations	Responsible for the negotiation of a union labor contract as the organization's spokesperson	a	b	c
4. Plumber	Conducts routine maintenance and minor plumbing repairs for assigned areas.	a	b	c
5. Accountant	Performs staff audit functions for a small distribution company.	a	b	c

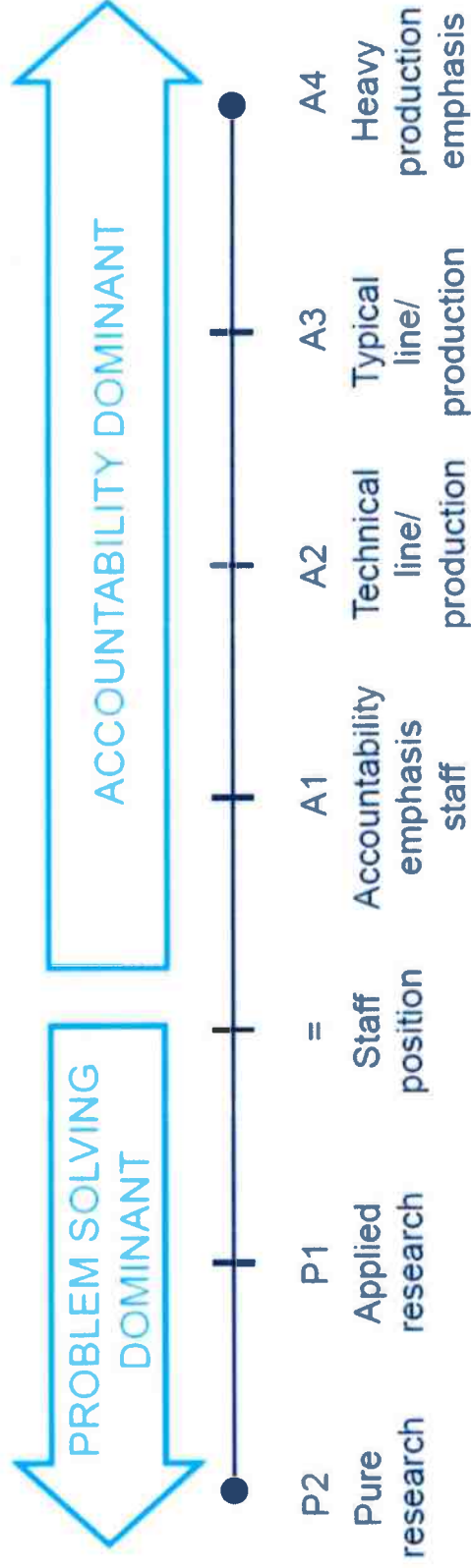
PROFILE

400
350
304
264
230
200
175
152
132
115
100
87
76
66
57
50
43
38
33
29
25
22



LINE = Core Functions/Production

STAFF = Enabling Support Functions (IT, HR, Finance, Legal)



Heavy thinking,
end results
longer term

Comparable
emphasis on thinking
and end results

High emphasis
on end results

PROFILE CONCEPT

Job Emphasis		Typical Jobs
Up	+4 +3 +2	Line Oriented Positions (e.g. Top Management, Foreman, First Level Supervisor, Sales Personnel)
Level	+1 = -1	Managers of Service Functions (e.g. Engineering) Managers of Staff-Oriented Functions (e.g. Human Resources/Finance) Responsible for Policy Development/Recommendations, Individual Contributors, and Staff Analysts
Down	-2 -3	Most all staff-oriented positions fit here. Nonmanagement, Engineering, Systems Analysts, Research (Applied vs. Basic)

Line = Core Functions, Production

Staff = Enable Support (IT, HR, Finance, Legal)

Line = Core Functions, Production

Staff = Enabling Support (IT, HR, Finance, Legal)

+4	Line (very heavy action or risk orientation)	CEO / Chairperson (not generally found in State government)	
+3	Line (heavy action or results orientation)	Manager / Supervisor (Line)	Entry level positions (mail clerk, file clerk, messenger)
+2	Line (some staff orientation)	Construction Manager Purchasing Manager Buyer Case Managers Marketing Manager Engineering Manager	
+1	Staff (some line orientation)	Leaders of Staff functions	Clerical / Support positions
Level	Staff (balance between "analysis" and "end results")	Accountants Engineers IT positions	
-1	Staff (some research orientation)	Core design Planning functions Systems Analysts Internal Auditors	
-2	Research	Deep-thinking jobs Long-range strategic planning Market research	
-3	Think-Tank	Rarely found in State Government	

DOCUMENTING HAY EVALUATIONS

<u>TITLE</u>	<u>KH</u>	<u>PS</u>	<u>AC</u>	<u>WC</u>	<u>Total</u>	<u>Profile</u>	<u>Range</u>
1. Packaging Supervisor	D13 175	C3 (25) 43	C1P 66	A1A 0	284	+3	18
2. Custodian	AT1 43	A1 (10) 4	ANA 9	B2B 10	66	+5	1
3. Director, Employee Relations	F23 400	E4 (43) 175	E2P 200	A1A 0	775	+1	32
4. Plumber	C11 100	B2 (16) 16	BNC 22	B2B 12	150	+2	10
5. Accountant	E12 200	D3 (29) 57	D1C 66	A1A 0	323	+1	20