

Writing Effective Position Descriptions

A Guide for CBJ Supervisors

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POSITION DESCRIPTIONS: THE BASICS

A position description is a written statement of facts describing the scope, responsibilities and organizational relationships of a job. An effective description clarifies the role of a position within the organization, the nature of the work performed, the type of work, the subject matter or occupation of work, the level of difficulty, responsibilities assigned, and working conditions required.

WHO IS INVOLVED IN WRITING POSITION DESCRIPTIONS?

For this section it is important to understand the definition of a supervisor.

Supervisors are assigned responsibility by management to participate in all of the following functions with respect to their direct reports: selecting staff, training and development, planning and assignment of work, evaluating performance, making administrative decisions (leave), taking corrective action, resolve employee disputes, and may resolve grievances at Step I.

The position description (PD) provides all the information necessary to determine the kind of work and the level of its difficulty and responsibility. The primary source is the supervisor while the incumbent provides input. While incumbents may be asked to prepare their own position descriptions, supervisors review, verify and revise these documents. Supervisors are knowledgeable about the jobs and job requirements and as such are directly involved in drafting and approving a position description's content. Supervisors have the right to assign and direct the work, thus are responsible for preparing a meaningful and accurate PD of record. Department Directors or their designee, approve the work described in a position description.

WHAT ARE POSITION DESCRIPTIONS USED FOR?

Position descriptions are a management tool and are important documents used for:

- Job evaluation
- Recruitment
- Performance expectations
- Human Resource planning
- Responding to complaints, appeals, arbitrations, and requests for trial documents

WHEN SHOULD POSITION DESCRIPTIONS BE REVIEWED?

Position descriptions are prepared when a new position is established or when the duties, responsibilities, or organizational relationships of a position have significantly changed. Should a position become vacant, the supervisor is required to review the position description of the vacant position and submit a revised PD when necessary.

PD's should also be reviewed once every five years.

HOW IS THE WORK DESCRIBED?

- Describe the job. (An incumbent's performance is addressed by other means in the performance management model.)
- Explain the duties and responsibilities clearly and concisely, explaining in an understandable manner.
 - What work is completed?
 - What methods are used?
 - What equipment and tools are used?
 - Who has responsibility for the results?
 - Are there consequences of actions or errors?
 - What instructions or guidelines are provided?
 - How is supervision exercised and received?
 - What is the relationship of position with others within the organization?
- Use plain, straightforward common terms.
- Use short, direct verbs in the present tense.
- Explain who, what, where, why, how, and when, specifically and in sufficient detail.

POSITION DESCRIPTION WRITING PROCESS

Step One:

Read the current Position Description and Job Class Specification.

Note: If you want to update the Minimum Qualifications, contact HR first!

Step Two:

Know and understand the purpose and scope of the job: what the employee does, the working conditions under which the work is performed, and the qualifications the employee must have to do the work successfully.

Step Three:

Identify organizational/unit goals and objectives as well as the purpose of the position and how it contributes to their accomplishment.

Step Four:

Identify the primary job duties and secondary duties of the position.

Step Five:

Identify special requirements of the position: certifications, licenses, travel requirements, specific working conditions, etc. **Always:** ☒ **Must comply with all workplace safety requirements.**

Step Six:

Review and compare the information in Steps Three thru Five against the existing Position Description. Note any differences.

Step Seven:

If there are substantive differences, you must rewrite the PD following current process and guidelines.

Step Eight:

Submit updated or new position description to HR with original signatures.

NOTE: Questions? Contact an HR Consultant.

WHAT DOES THE POSITION DESCRIPTION REQUIRE?

Position Overview: Summarize the purpose of the position. Why does this position exist? By indicating the level of supervision received by the incumbent, describing the type of work is being performed, describing the level of judgment and responsibility, and when the work is reviewed a meaning summary of the responsibilities assigned will be documented.

Job Duties and Responsibilities: Describe the most important duties performed in the normal course of work. Group like responsibilities in order of importance, and list the specific duties performed on a regular basis. Primary responsibilities are basic, necessary, and an integral part of the job. Other responsibilities are those considered peripheral, incidental, or a minimal part of the job. Quantify amounts. Indicate dollar volume for financial responsibility; number or type of accounts, ledgers and grants, number of units or sections supervised, etc.

(The position description template has five category boxes prepared to separate and group responsibilities and duty statements; you may add or delete boxes as necessary.)

DEVELOPING “DUTY STATEMENTS” FOR THE POSITION DESCRIPTION

Begin with a verb,

Assists managers and supervisors to identify relevant classification and organizational
(WHO) (WHAT)

issues and develops solutions. Identifies confusing terms and inconsistencies in class
(WHY) (HOW)

specifications and their application; effectively recommends solutions based on
(WHERE) (WHAT)

Merit Principles.

Estimated Percentage of Time: Enter an estimate of the percentage of time spent performing each duties and responsibilities section. In determining the percentages of time, consider cycles and frequency annually, quarterly, monthly, or on a weekly basis depending on defined work cycles. The total percentage of time must equate to 100%.

Licenses and Certifications Required: List, in order of importance, licenses and/or certifications that the incumbent must have prior to appointment to this position. Also note if a course of study is required to be given permanent status.

Physical, Mental, and Environmental Conditions and Requirements: In order to comply with the ADA and OSHA laws and policies, the CBJ requires documentation of the physical, mental, and environmental conditions and requirements of each position that can be performed with or without reasonable accommodation. New and current employees are required to know and understand the work conditions and requirements of their position.

When selecting the type and frequency of requirement for physical, mental, and environmental conditions, give careful consideration to “O” occasional, or “F” frequent. For these selections, accommodations may be given on a case-by-case basis and depending on the ability for the CBJ to provide a reasonable accommodation.

Special Requirements: Determine requirements by checking the box. The safety requirement is always checked off because it always applies. Additional requirements should be added to the “Other” row.

Supervisory Responsibilities and Authority: Direct reports: Check yes or no if the position has direct reports. If yes, select the level of supervisory responsibility and authority of the position for reports for each responsibility: appointment, promote, train, evaluate, authorize overtime, schedule, authorize leave, certify, discipline, and adjudicate grievances. In some circumstances, a position may have varying levels of supervision over several direct reports. For example, a supervisor may have complete authority for direct reports in their unit or office but may only have the ability to make “recommendations” for a direct report who works at a satellite office or whom the supervisor does not see on a regular basis.

Leads: Lead positions do not have the authority to make decisions to appoint, promote, authorize overtime, discipline, and adjudicate grievances.

<i>No Authority (NA)</i>	<i>Position does not have authority to take action.</i>
<i>Recommend (R)</i>	<i>May make suggestions of action to their supervisor.</i>
<i>Prior Approval (PA)</i>	<i>Position must inform supervisor and obtain approval before taking action.</i>
<i>Complete Authority (CA)</i>	<i>Incumbent is authorized to take action without approval from their supervisor; must inform supervisor of any action taken.</i>

Certification: The Employee, Supervisor, and Department Director are required to sign this page. (It is at the Department’s discretion if the Division Head is required to sign.)

When a position is vacant the supervisor will give a copy of the PD of record to the new employee, have the employee sign the certifications page, and submit a scanned copy of the certifications page to HR. This process is important because the employee signature implies that the employee has reviewed the position description and understands what is expected of the position. Each employee must have their own PD of record. The Supervisor should review the PD with the current incumbent during their first few weeks on the job or when the training plan is reviewed.

Once the position description is filled out and submitted, the assigned classifier will provide the final approved classification action at the top page of the position description. The approved position description along with an allocation memorandum (if more than a general update) will be attached to a classification email.

FREQUENTLY ASKED QUESTIONS

Why are jobs reclassified?

Department heads, with assistance from managers and supervisors, determine the work and determine the need for organizational changes and job restructuring. Established positions may change when there are: new programs added, technology changes, revenue losses or an employee has gained experience, credentials, or recognition as a journeyman.

When should I contract HR about if a position needs to be reclassified?

Through a discussion and informal review of the work with the employee, supervisor or Department Director, the HR Consultant will arrive at an initial determination of the impact of changes to the position and organization. If it is determined that the effect of the changes require action, a formal review using a revised position description (PD) will occur.

How is a formal reclassification submitted?

A PD is developed, routed through the departmental director, and sent to HR. From the information provided, the HR Consultant determines if discussion with the employee, supervisor, manager, and Director are needed. As required, additional information is collected and used to determine the classification series and level of work for purpose of allocation.

How do salary reviews delay the processing of a reclassification?

It depends. Easily accessible comparable work through internal alignment of CBJ job classes or other public employers will not delay the conclusion. Collection of external market information usually takes between 2 and 3 weeks to receive and compile.

How does the HR Consultant decide classification series and level?

Standard analytical evaluative techniques are applied; comparisons to benchmark positions are considered; and documented performance of work is reviewed. Additionally, the HR Consultant uses the 8 Classification Factors:

Classification Factors

The fundamental factors that serve as an overall frame of reference for the Job Analysis of positions for classification purposes, which include the maintenance of a logical and consistent relationship among: the duties and responsibilities of positions; the qualification standards to fill them; and, where employment conditions are substantially the same, the salaries paid.

The eight factors applied in job analyses are:

The HR Classifier will use the position description, class specifications, occupational information, and interviews (desk audits, work site audits) when determining:

1. **Nature, variety, and complexity of work:** The kind, difficulty & variety of the work assigned.
 - "Nature" includes the kind of work performed as shown by such elements as the subject matter, profession or occupation involved.
 - "Variety" includes the range of duties and the inherently different kinds of work included in the position. As applied to a class, it reflects the range of work and skills which are included in the class.
 - "Complexity" includes the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
2. **Nature of supervision received** by the incumbent: The nature and extent of deliberate and planned supervisory controls exercised over the position, which limit the scope of work, the independence with which the work is performed, and the nature and finality of decisions made by the incumbent.
3. **Nature of available guidelines** for performing work: The extent to which performing work is controlled or influenced by rules, regulations, manuals, procedures, prescribed work practices, principles, policies, or other written instruction or methods.
4. **Initiative and originality required:** The degree of inventiveness, imagination, and ability to innovate or create new approaches or previously unused methods and deviations from standard work practices. Essentially, the resourcefulness or ingenuity required to solve new problems or old problems.
5. **Purpose and nature of person-to-person work relationships:** The relations maintained with other persons (not in the supervisory chain) inside and outside the organization in order to:
 - Give or secure information;
 - Render personal service;
 - Perform administrative services;
 - Explain policies or method;
 - Interpret programs, plans, or individual actions;
 - Coordinate and secure cooperation; or,
 - Resolve controversies by means of personal contact.
6. **Nature and scope of recommendations, decisions, commitments, and consequence of error:** The questions, problems, or types of cases that the employee makes recommendations, decisions, commitments, or conclusions on that affect the operations, plans, programs, methods, or policies as well as the degree of finality in such judgments or actions as measured against predetermined and established criteria such as instructions, delegated authority, and supervisory review, or agency policies, rules, regulations, statutes, or precedents.
7. **Nature and extent of supervision exercised over the work of other employees:** The level, kinds, and extent of independence of responsibilities in areas such as setting policies; establishing objectives; planning, organizing and establishing work flow; making assignments and reviewing work; selecting, training, and rating performance of employees; coordinating production; and attending to the personnel and administrative functions of the organization.

8. **Qualifications required:** The knowledge, skills, abilities, and other requirements necessary for appointment to a position in the job class. The qualifications required should reflect the other seven factors, as well as the tasks assigned to the position.

What are the responsibilities of the supervisor?

- Process requests when there are both lower and higher level work changes.
- Identify the work that has changed and give the reasons why (The full scope of the work will need to be performed by the employee prior to changes to the job classification).
- Assess how the new, reduced, or deleted duties and responsibilities will affect other positions within the work group.

What causes delays?

- Copying duty statements from the class specification. The class specifications provide a general framework for overall distinguishing characteristics for the job class. Position description duty statements are specific and may be unique to the position.
- Using ambiguous terms, such as "handle," "research," "complex," etc., without an explaining who, what, where, how, when and why.
- Listing several responsibilities together and assigning a large percentage of time.
- Using abbreviations or technical terms without an explanation.
- Requesting reclassification to a position when the incumbent is anticipated to but not currently performing the new/higher level/lower level duties.
- Providing incomplete PDs.
- When in doubt, consult your Human Resource Consultant for guidance.

DEFINITIONS OF LEVELS OF SUPERVISION

The following terms indicate some differences between the levels of supervision received and exercised by positions in the various classes of work.

Direct Supervision

The basic characteristics of direct supervision are the assignment of tasks; the observance, review, and evaluation of performance; the administration of line personnel functions (e.g., selection, discipline, grievances, privileges); and responsibility for the worker, as well as the work. The gradations of direct supervision are described below in terms of supervision received by employees.

Direct Supervision Levels are:

Immediate Supervision - The employee works in the presence of the supervisor or in a situation of close control and easy reference. Work assignments are given with explicit instructions or are so routine that few, if any, deviations from established practices are made without checking with the supervisor. This type of supervision generally is exercised over the entry level in a technical or clerical series and trainee level in professional series.

General Supervision - Assigned duties require the exercise of judgment or choice among possible actions, sometimes without clear precedents and with concern for the consequences of the action. The employee may or may not work in proximity to the supervisor. This type of supervision typically pertains to the journey levels in a technical or clerical series and entry level in a professional series.

Direction - The employee receives general instructions regarding the scope of and approach to projects or assignments, but procedures and techniques are left to the discretion of the employee. This category is usually applied to journey-level professional positions and advanced journey level technical and clerical positions in which employees are expected to operate with a reasonable degree of independence.

General Direction - The employee is responsible for a program or function and is expected to carry out necessary activities without direction except, as new or unusual circumstances require. This category is usually reserved for supervisory positions or advanced journey level professional classes.

Administrative Direction - The employee has broad management responsibility for a large program or set of related functions. Administrative direction is usually received in terms of goals; review is received in terms of results. This category is usually reserved for administrators, managers, or assistant directors.

Policy Direction - This is reserved for department heads, division managers, and assistant/City managers.

Indirect Supervision

Indirect supervision is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "supervisor" who provides indirect supervision is responsible for the work, but not for the worker. The descriptions above were written in relation to the employee under direct supervision; the following subsections describe persons with responsibility for exercising indirect supervision.

Indirect Supervision Levels are:

Technical Supervision

The "supervisor" is responsible for prescribing procedures, methods, materials, and formats as a technical expert in a specialty. As such, may produce or approve specifications, guides, lists, or directions. Also give direction to employees, but usually on "how" and "why," and does not assign tasks or observe and evaluate performance. Technical supervision is related to an occupational specialty or function, not to specified employees.

Functional Supervision

The "supervisor" is responsible for a project or recurrent activities that involve tasks performed by persons over whom s/he has authority to give direction in regard to that project or activity, even though they are under the direct supervision of someone else. Functional supervision may include technical supervision, but goes beyond it in that the supervisor schedules and assigns tasks, monitors progress, reviews results, evaluates the employee regarding the area of assignment, and is the person responsible for the completed work product.

CLASSIFICATION: GLOSSARY OF TERMS

Administrative

A category of work that involves the exercise of analytical ability, judgment, discretion and personal responsibility, and the application of a substantial body of knowledge of principles, concepts and practices applicable to one or more fields of administration or management. While these positions do not require specialized education, they do involve the type of skills (analysis, research, writing, judgment) typically gained through a college level education or through progressively responsible experience.

Advanced

A level within a class series where assignments consist of unusual, difficult or exceptional matters encountered in the work, which are completed by modifying approaches, methods or techniques. Advanced-level work must be defined and represents expertise in a specialty area. Specialists in particular aspects of a profession sometimes fit into this category.

Advise

Identify options and recommend a course of actions to assist others to resolve problems or make decisions.

Alignment

The proper relationship among the levels of positions so that the differences in grade reflect differences in difficulty and responsibility of the work performed. Also see Internal Alignment.

Allocation

The assignment of a position to a specific job class and pay range.

Authority

The power of an employee or organization to make official decisions. It may be formally conferred by law, or delegated within the organization. It may be functional authority, or authority which is intrinsic in the duties and responsibilities of the position, or it may be based on special knowledge or skill.

Benchmark

A job that is commonly found, defined, and used as a standard or reference by which others can be measured or judged.

Best Fit Allocation

Allocation of a position to a job class when the position does not fit within the boundaries described in the Class Specification. Such an allocation is made when there is no other job class that the position can be better allocated to and there is insufficient justification to create a new job class.

Bona fide occupational qualifications (BFOQ)

Employment qualifications that employers are allowed to consider while making decisions about the hiring and retention of employees. The qualification must relate to an essential job duty and is considered necessary for operation of the particular business. In order to establish the defense of bona fide occupational qualification, an employer must prove the requirement is necessary to the success of the business and that a definable group or class of employees would be unable to perform the job safely and efficiently.

Borderline Position

A position that falls in between two levels of a class series. Positions of this type typically display characteristics that exceed those described at the lower level while falling short of those characteristics described at the next higher level.

Categories of Work

A broad and general sorting of work types. The categories that the CBJ uses include Skilled Trades and Crafts, Administrative, Professional, Technical, Paraprofessional, and Clerical.

Class controlling work

Regular and recurring work that determines level of class.

Class Definition

A concise statement that defines the nature, type, and level of work performed by positions in the job class.

Class Series

Two or more job classes sharing a common title which are similar as to type of work but differ as to the level of difficulty and responsibility. Each job class within a series is indicated by differing titles.

Class Specification

A written guide that defines the primary purpose of the job class. It summarizes the nature and scope of the duties and responsibilities through the inclusion of official Class Title, Range, Typical Responsibilities; and, the qualification requirements for appointment to a position in the class.

Class Title

The official name given to a class of positions to identify the class and all positions in the class (e.g., Accountant III). It is intended to concisely and accurately convey the kind and level of work performed and should be brief, easily recognized, gender neutral, and understood by potential applicants. It is distinguished from a Working Title by the latter's identification of a particular function that the incumbent is associated with (e.g., Deputy Treasurer)

Classification Factors

The fundamental factors that serve as an overall frame of reference for the Job Analysis of positions for classification purposes, which include the maintenance of a logical and consistent relationship among: the duties and responsibilities of positions; the qualification standards to fill them; and, where employment conditions are substantially the same, the salaries paid.

The eight factors applied in job analyses are:

1. *Nature, variety, and complexity of work*: The kind, difficulty & variety of the work assigned.
 - "Nature" includes the kind of work performed as shown by such elements as the subject matter, profession or occupation involved.
 - "Variety" includes the range of duties and the inherently different kinds of work included in the position. As applied to a class, it reflects the range of work and skills which are included in the class.
 - "Complexity" includes the difficulty in identifying what needs to be done, and the difficulty and originality involved in performing the work.
2. *Nature of supervision received by the incumbent*: The nature and extent of deliberate and planned supervisory controls exercised over the position, which limit the scope of work, the independence with which the work is performed, and the nature and finality of decisions made by the incumbent.

3. *Nature of available guidelines for performing work:* The extent to which performing work is controlled or influenced by rules, regulations, manuals, procedures, prescribed work practices, principles, policies, or other written instruction or methods.
4. *Initiative and originality required:* The degree of inventiveness, imagination, and ability to innovate or create new approaches or previously unused methods and deviations from standard work practices. Essentially, the resourcefulness or ingenuity required to solve new problems or old problems.
5. *Purpose and nature of person-to-person work relationships:* The relations maintained with other persons (not in the supervisory chain) inside and outside the organization in order to:
 - Give or secure information;
 - Render personal service;
 - Perform administrative services;
 - Explain policies or method;
 - Interpret programs, plans, or individual actions;
 - Coordinate and secure cooperation; or,
 - Resolve controversies by means of personal contact.
6. *Nature and scope of recommendations, decisions, commitments, and consequence of error:* The questions, problems, or types of cases that the employee makes recommendations, decisions, commitments, or conclusions on that affect the operations, plans, programs, methods, or policies as well as the degree of finality in such judgments or actions as measured against predetermined and established criteria such as instructions, delegated authority, and supervisory review, or agency policies, rules, regulations, statutes, or precedents.
7. *Nature and extent of supervision exercised over the work of other employees:* The level, kinds, and extent of independence of responsibilities in areas such as setting policies; establishing objectives; planning, organizing and establishing work flow; making assignments and reviewing work; selecting, training, and rating performance of employees; coordinating production; and attending to the personnel and administrative functions of the organization.
8. *Qualifications required:* The knowledge, skills, abilities, and other requirements necessary for appointment to a position in the job class. The qualifications required should reflect the other seven factors, as well as the tasks assigned to the position.

Classification Plan

The framework of job descriptions wherein positions are assigned to a job class based on duties, responsibilities, and requirements of training or experience.

Classification Study

A review of the work performed by positions in a job class. A study is warranted when either the classifications of a substantial number of positions in an activity are out of date, or the class specifications themselves are out of date, because of: extensive reorganization or redistribution of work; substantial increases or decreases in workload; and, or unreported gradual changes in the nature and/or level of assignments and responsibilities.

Clerical

A category of work that involves processing data normally initiated elsewhere or that can be readily ascertained and subject to verification, revision, correction, and forwarding for action,

referral, or archiving. The work is structured, often repetitive, and performed in accordance with established guidelines.

Complexity of Work

Refers to the scope, variety and difficulty of duties, responsibilities and skills required to perform the work; categorizes:

Basic: performs clear-cut tasks under close or direct supervision with little choice as to which rules and procedures to follow or materials or equipment use.

Routine: performs several related and repetitive tasks that require some judgment regarding the rules and procedures to follow or the materials or equipment to use.

Complex: independently uses a wide variety of rules, processes, materials and equipment to complete work assignments that require specialized knowledge or skills. Decisions are made independently regarding which rules, processes, materials, and equipment to use in order to effectively accomplish work assignments.

Highly or most complex: responsibilities include extensive research and analysis of systems, facts, figures, or similar information to determine the nature and scope of problems that need to be solved. Develops new policies, procedures, or techniques to address problems not covered by existing written procedures or manuals.

Closely Related Job Classes

Two job classes or class series whose definitions and requisite education and experience are so closely related that typical incumbents of the current class series could satisfactorily perform the duties of the lower levels in the other class series and, whose experience in the lower level series should qualify an employee for promotional examination in the current class series for the purposes of layoff and demotion. The salary range must be lower in the other class series for a voluntary demotion or rehire.

Compression

Occurs when there is an insufficient salary differential between the subordinate and the supervisor or between class levels within a series.

Coordinate

Independently organize, monitor, evaluate, and make adjustments for a program or activity.

Cyclic Duties

A duty or duties performed periodically, on a predictably recurrent basis (e.g., certifying elections).

Department

A formal subdivision that is engaged in providing specified CBJ services to the public as defined in CBJ 03.10.

Desired Qualifications

Preferred behavioral characteristics, strengths, skills, knowledge, and relevant experience, etc, which demonstrate that an applicant or employee has the ideal qualifications for an office, position, or task.

Developmental (a.k.a., Advanced Trainee)

A level of work where assignments involve completing limited and well-defined projects or completing portions of the journey-level work for the purpose of furthering the incumbent's training. This level occurs in occupations with an identified journey level that requires an extended training period with distinct and progressive levels or phases of training.

Direct the work of others

Provides work guidance or direction but not a "lead"; does not have the responsibility of assigning, instructing and checking the work of others on a regular and ongoing basis.

Entry

A level of work where assignments consist of basic or elementary tasks and duties. This level is appropriate when these tasks and duties constitute the primary purpose of one or more positions and are ongoing.

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act of 1938, as Amended (FLSA), governs the minimum wage, maximum hours, and overtime eligibility of the incumbents of CBJ positions. Exemption from the overtime provisions of the FLSA are determined based on the primary duty of employees of bona fide executive, professional, or administrative positions.

Flexible Staffing

A recruitment and retention and workforce planning tool that facilitates entry to an occupational field and provides a formal training path so higher level work can be performed or to facilitate knowledge transfer for higher level positions that otherwise cannot be filled. Flexible staffing plans are established individually for single positions and must be directly related to achieving the ability to perform the duties required at the higher level job class.

Function

Any specific activity that is required to be performed, can be clearly distinguished from other activities, and is required to maintain the continuity of the organization or the mission which justifies its existence.

Functional Organizational Chart

A chart showing the distribution of functions among the units, sections, or programs of an organization.

Immediate Supervisor (a.k.a., Line Supervisor)

The employee who occupies the first level of responsible supervision over a position.

Incumbent

The employee who occupies a position.

Intern

A nonpermanent CBJ employee who is a high school, college, or graduate-equivalent student and whose assigned duties and responsibilities, as governed by a formalized training plan, merge relevant academic study with on-the-job training in order to develop "real world" experiences in preparation for entry into the permanent work force.

Internal Alignment

The method of setting salary levels based on the relationships of jobs within an employer's organization. The CBJ uses internal alignment to comply with the Personnel Management Plan, Chapter 44.05, which is based on the merit principle of employment, which includes the principle of "like pay for like work." This alignment is determined through comparison of the eight Classification Factors of the job classes comprising the relevant job family and assessing

the similarities and differences in terms of their levels of skill, difficulty, responsibility, and overall authority.

Inversion

When the salary of the direct report is higher than that of the supervisor.

Job Analysis

The close examination of the nature, variety, and complexity of duties, level of authority, and other controlling factors that govern the allocation of an individual position to a particular job class.

Job Class

A group of positions (or a single position) that are sufficiently similar in duties and responsibilities, degree of supervision exercised or required, and entrance requirements that they may be treated the same for purposes of recruitment, selection, compensation, transfer and layoff. The kind and level of work assigned to positions in a job class is essentially the same.

Job Family

A group of job classes and class series related by the nature of the work performed. The initial preparation for employment and subsequent career progression are typically similar for all job classes within a specific family.

Journey (a.k.a., Full-Working or Full-Proficiency)

A level of work that involves a variety of assignments that are typical of the occupation, field or profession. Incumbents perform the full range of assignments independently, using standard methods and techniques of the field. This work usually requires both knowledge and experience in the related job area as a minimum qualification for entry into the class. Most positions in an organization normally fall into this level.

Judgment

The latitude an individual has in making decisions such as work priorities, workflow, work methods, and formulating, revising interpreting and applying policies, procedures, rules and regulations.

Knowledge, Skills, Abilities (KSAs)

The section of formal job class specifications that details the competencies that even the most minimally qualified newly appointed employee should possess to perform the work on entry to the job. KSAs cover all significant aspects of the work; serve as guides to developing assessment tools and work standards; are measurable or verifiable through assessment devices such as tests, demonstrations, observations, or reviews of previous accomplishments; and do not refer to personal elements such as honesty, sobriety, industry and dependability since these attributes are requirements for employment in any position.

The following shorthand terms are used to define the level of knowledge required:

Some Knowledge: Familiarity with a particular subject matter, gained by completing introductory training or course work in the field, self-study, or limited practice in the field, indicated by acquisition of a bachelor's degree or equivalent.

Working Knowledge: Sufficient knowledge to perform effectively in a range of work situations.

Considerable Knowledge: Sufficient knowledge of the subject to enable the employee to perform effectively in all normal work situations of the field.

Thorough Knowledge: Advanced knowledge of the subject to enable the employee to perform unusually difficult and complex assignments in the field.

Extensive Knowledge: Broad and intensive grasp of substantially all areas of the subject sufficient to enable the employee to originate new hypotheses, concepts or approaches and/or to direct their implementation indicated by a doctorate degree or equivalent in the subject.

Skill: A demonstrated capacity to perform the physical or mental activities required to complete the associated task.

Ability: A potential, whether or not developed, for performing the associated task.

Lead

An employee who performs the same or similar duties as other employees in the work group, and is designated to regularly assign, instruct, and check the work of those employees on an ongoing basis. As such, may contribute to performance evaluations, mentor, train, determine how work is performed, assign work and monitor workloads. Lead employees may participate in interviews and rating applicants and generally support supervisor.

Level of Work

Each level listed is typically a separate class with a separate title, salary, and different work performed.

Entry: performs beginning level work under close or direct supervision. Incumbents typically work within narrowly established guidelines and parameters. Duties are often repetitive and routine and decision-making is limited. Clear work directions and parameters are provided and outcomes are reviewed by higher levels.

Journey: fully competent and qualified in aspects of a body of work and given broad and general guidance. Individuals can complete work assignments to standard under general supervision. Also referred to as the working or fully-qualified level.

Senior or advanced: performance of work requiring the consistent application of advanced knowledge and requiring a skilled and experienced practitioner to functions independently. Senior-level work included revision methods and processes to resolve complex, difficult issues that have broad potential impact. These issues typically involve competing interests, multiple contacts, and conflicting rules or practices a range of possible solutions, or other elements that contribute to complexity. The senior-level employees require little supervision and their work is not typically checked by others.

Expert: within the context of the class series, has the highest level of responsibility and extensive knowledge based on research and experience in a specific area. Resolves the most complex, critical, or precedent-setting issues that arise. Positions act as a resource and provide guidance on specialized technical issues. Although an employee may be considered by their peers an expert or 'go-to' person at any level, for purposes of allocations, term is typically applied to an employee in a higher class level who has gained expertise through progression in the series.

Line Function

A function directly concerned with accomplishing an organization's primary purpose. For Example: a line function for positions in fleet would be the maintenance, overhaul, or repair of heavy equipment.

Line Position

A position directly engaged in performing the work for which a unit is established, such as Mechanic I in the Division of Streets and Fleet Maintenance. A Line Position is distinguished from Staff or Support Positions by the responsibility of the latter types of positions to perform more advisory and/or supportive functions.

Management

A general term referring to the officials in an organization who exercise line-control over the primary duties of the organization in order to determine what must be done; set forth the general policy for accomplishment; set-up the organization to do the work; exercise financial controls over production; and utilize personnel to provide the necessary services.

Managerial

A level of work that involves the assignment of primary responsibility for one or more major programs or functions. The emphasis is on planning, organizing, directing and controlling resources and, overseeing program delivery.

Marginal Duty

Any incidental or miscellaneous duty or responsibility (or group of closely related duties or responsibilities) assigned to a position, which does not occupy a significant amount of the employee's time and is not a determinant of a qualification requirement for employment in the position.

Minimum Qualifications (MQs)

The lowest type, level, and amount of experience and/or education through which a candidate would normally acquire the Knowledge, Skills, and Abilities (KSAs) in order to be eligible to apply for appointment to a specific job class.

Moderate Work Changes

Changes to the duties and responsibilities of positions in a unit that could alter their allocation within the existing class structure, but are not so great that they would:

1. Alter the defining characteristics of a job class;
2. Dictate changing the boundaries between levels in a class series; or,
3. Mandate creating a new job class for a previously unrecognized body of work.

Moderate work changes typically include changes in technology, regulatory processes, reporting relationships, and/or distribution of work among fewer/more positions.

Nature of Work

Basic types of work assignments performed by class:

Administrative: determines or participates in making policy, formulates long-range objectives and programs, and reviews the implementation of programs for conformance to policies and objectives.

Clerical: work that supports office operations.

Managerial: Plans, coordinates, integrates, executes, controls and evaluates activities and functions of an organization. This includes developing budgets, policies and procedures, service delivery, and staff supervision.

Paraprofessional: in a supportive role, performs some of the duties of a professional or technician. These duties usually require less formal training and/or experience normally required for professional or technical status.

Professional: performs work that requires consistent application of advanced knowledge usually acquired through a college degree in a recognized field, work experience, or other specialized training. Exercises discretion and independent judgment when performing assignments. Examples include, but are not limited to social workers, psychologists, registered nurses, economists, teachers or instructors, human resource consultants, accountants, and information system analysts.

Technical: specialized knowledge or skills gained through academic or vocational courses offered in technical and community colleges, or equivalent on-the-job training.

Skilled Crafts and Trades: duties require specialized manual or mechanical skills and comprehensive knowledge of work processes, normally acquire through an apprenticeship or other training program.

Temporary Position

A temporary position in CBJ service that is not in the exempt or partially exempt service and is not a permanent or an emergency appointment.

Overtime Exempt (salaried)

The Fair Labor Standards Act of 1938, as Amended (FLSA), governs the minimum wage, maximum hours, and overtime eligibility of the incumbents of State positions. Exemption from the overtime provisions of the FLSA are determined based on the primary duty of employees of bona fide executive, professional, or administrative positions.

Overtime Eligible

Employee is paid an hourly rate and eligible for compensation at one and one half their hourly rate of pay for work performed over a set amount of hours in a given workday.

Partially Exempt Service

Appointments to positions that may be full time or less and are not subject to or covered by the personnel rules on recruitment, examination, selection, probationary periods, reduction in work force, discipline and the grievance and appeal procedures. Code 44.05.070 & Personnel Rule 5 PR 045.

PD of Record

The official position description that was last reviewed, analyzed, and approved by the Department of Human Resources and Risk Management.

Permanent Employee

Is an employee who has been appointed to an authorized, permanent full-time or part-time or permanent seasonal position in the classified service and who has successfully completed the required probationary period for that job class.

Personnel Administration

The activities that comprise employee and employer relationships, including, but not limited to, recruiting and hiring, training, supervising, evaluating, disciplining, promoting, compensating, and responding to grievances.

Personnel Management Plan

Section of the City Code that sets forth the principles and practices that are to be followed by the CBJ in the administration of its personnel system and establishes a modern, workable, fair and uniform system of personnel administration based on the merit principle of employment.

Policies

The internal plans, guiding principles, or procedures of the agency that are intended to influence and determine how decisions, actions, and other matters are handled by employees.

Position

A group of duties and responsibilities assigned by the appointing authority that are designed to be performed by a full-time or part-time individual, or the part-time employment of two or more individuals, and which is authorized.

Position Concepts

A group of like work arranged sequentially by level.

Position Audit (aka Desk Audit)

A formal interview with an incumbent or knowledgeable employee to verify or gather information about a position. Commonly known as a "desk audit," this is an opportunity for the employee to explain the assigned work. A significant portion of a typical desk audit is devoted to discovering how duties assigned a position(s) fit within the organizational structure and work flows and levels of responsibility.

Position Classification

The process of comparing the duties and qualifications of positions with the existing guidelines of the CBJ's classification plan and assigning a solitary position to the appropriate job class and pay range.

Position Description (PD)

The form used for recording the duties, responsibilities, reporting relationships, and requirements related to an individual position. The PD is the primary source of information for classifying a position to a job class or for conducting a classification study. The PD is also a management tool for documenting assigned duties, establishing a probationary training plan, evaluating employee performance, hiring new employees, etc.

Primary Duty

The main purpose of a position. This should describe the reason the position exists and is the basis for determining the occupational group, family, and series within which the position will be classified.

Procedure

A written course of action or method for completing assignments; the how-to steps to produce a desired result.

Professional

A category of work that is creative, analytical, evaluative, interpretive, and requires a range and depth of specialized and theoretical knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor's degree or higher. The work requires the exercise of discretion, judgment, and personal responsibility for the application of an organized body of knowledge that is constantly studied to make new discoveries and interpretations and to improve data, materials, and methods.

Program

A specialized area with specific complex components and tasks; distinguished from other programs, or the main body of a department. Traits found are: specificity to particular subjects; with specific mission, goals, and objectives. Typically an identifiable funding source and separate budget code are assigned.

Program Manager

Has authority over: developing program goals and objectives; developing timetables and work plans to achieve program goals and objectives; developing program policies and procedures; controlling allocation of program resources; setting and adjusting program priorities; and evaluating program effectiveness.

Long Term Temporary Employee

A nonpermanent employee who is employed in CBJ service with prior written understanding that employment in that position will continue for at most the duration of a specified project that is not a regular and continuing function of a department, division or office and that has an established probable date of termination.

Project

A temporary endeavor undertaken to create a unique product, service, or result whose end is reached when the objectives have been achieved or it becomes clear they will not or cannot be met.

Reclassification (a.k.a., Reallocation)

A formal change in a position's classification, based on changes to the assigned duties and responsibilities, to either a different level within the current class series or to a completely different job class series.

Reorganization

The planned addition, redistribution, or elimination of functions and duties within an organization.

Required Qualifications

Those qualifications defined by statute or regulation that an employee must have in order to perform the duties of a particular occupation.

Research

The exploration, investigation, and analysis directed toward advancing the general body of knowledge of a particular discipline or art form with a view to a specific application.

Responsibility

The obligation of an employee to fulfill her or his assigned duties according to the orders received from higher authority so that the organizational objective is successfully accomplished with the maximum effectiveness and efficiency. It reflects the extent of supervision received, supervision exercised, and commitment authority of a particular position for such matters as procedures, methods, plans, policies; control of money, labor, materials, or equipment; and development or maintenance of records.

Salaried

See FLSA

Salary Level (a.k.a., Salary Range, Pay Range or Wage Grade)

The range of pay rates (i.e., steps or increments) to which a Job Class is assigned and whose specific dollar values are determined through collective bargaining and by Assembly resolution approved salary schedules.

Significant Work Changes

Changes to the nature, type, or level of the work of a group of positions that would:

1. Alter the defining characteristics of a job class;
2. Dictate changing the boundaries between job classes; or,
3. Mandate creating a new job class for a previously unrecognized body of work.

Significant work changes typically include a licensing requirement to perform the work that distinguishes a job class, reorganizations that create new level of hierarchical authority and responsibility that do not fit into the existing class structures, and/or workflow and work processes changes that require that one or more positions perform work that is new to the unit to efficiently complement the existing positions.

Skilled Craft and Labor

A category of work that involves repetitive operations using physical skill and energy. The work requires a thorough and comprehensive knowledge of the processes involved which is typically acquired through on-the-job training and experience, apprenticeship, or other formal training program.

Specialist

Duties involve intensive application of knowledge and skills in a specific segment of an occupational area.

Specialization

The particular area of work of a given job class. In job class titling, this is the area of work within a series. The specialization may be in a subject-matter, function, equipment, etc., and may involve use of an option within a job class or an entirely different title.

Staff Position

A position outside the line function chain of command of an organization that has the responsibility of providing support to the organization's management or overseeing a support function. It is distinguished from a Line Position by the latter's direct engagement in performing the work for which a unit is established.

Subject Matter Expert (SME)

A person with direct knowledge of what is done in an occupation and what knowledge, skills, abilities, and other characteristics are required to perform the work successfully.

Supervisor

Supervisors are assigned responsibility by management to participate in all of the following functions with respect to their direct reports: selecting staff, training and development, planning and assignment of work, evaluating performance, making administrative decisions (leave), taking corrective action, resolve employee disputes, and may resolve grievances at Step I.

Supervision Required

Supervision required is determined by the following:

- Amount of higher-level oversight the employee receives.
- Latitude the employee has in determining which work methods and priorities to apply.
- Scope of decision-making authority delegated to the employee.
- Extent to which the employee's completed assignments are reviewed.

There are four basic types of supervision received:

Immediate Supervision

- Supervisor or lead provides daily oversight of work activities.
- Employee is given specific instructions regarding duties to perform, assignments to complete and sequence of work steps and processes to follow.
- Employee follows clearly defined work procedures, processes, formats, and priorities.
- Work is frequently reviewed for accuracy, completion, and adherence to instructions and established standards, processes and procedures.

General Supervision

- Employee performs recurring assignments without daily oversight by applying established guidelines, policies, procedures, and work methods.
- Employee prioritizes day-to-day work tasks. Supervisor provides guidance and must approve deviation from established guidelines, policies, procedures, and work methods.
- Decision-making is limited in context to the completion of work tasks. Completed work is consistent with established guidelines, policies, procedures and work methods. Supervisory guidance is provided in new or unusual situations.
- Work is periodically reviewed for compliance with guidelines, policies and procedures.

Direction

- Employee independently performs all assignments using knowledge of established policies and work objectives.
- Employee plans and organizes the work and assists in determining priorities and deadlines. May deviate from standard work methods, guidelines or procedures in order to meet work objectives.
- Employee exercises independent decision-making authority and discretion to decide which work methods to use, tasks to perform and procedures to follow to meet work objectives.
- Completed work is reviewed for effectiveness in producing expected results.

General Direction

- Employee works independently within the scope and context of rules, regulations, and employer objectives.
- Employee independently plans, designs and carries out programs, projects and studies in accordance with broad policy statements or legal requirements.
- Employee exercises independent decision-making authority for determining work objectives and goals to be accomplished.
- Completed work is reviewed for compliance with laws and regulations and adherence to program goals, objectives, budgetary limitations, and general employer policies.

Supervisory Interview (a.k.a., Supervisory Audit)

A formal interview with a supervisor in order to verify or gather information about the work assigned to a subordinate position.

Support Position

A position that performs a facilitating service to a unit, such as the receptionist or accounting clerk to a line unit. It is distinguished from a Line Position by the latter's direct engagement in performing the work for which a unit is established.

Technical

A category of work that is typically associated with and supportive of craftwork or administrative field. It involves extensive practical knowledge gained through experience,

specific formal training, or on-the-job training. Work in technical occupations may involve substantial elements of the work of the professional or administrative field, but requires less than full knowledge of the field involved.

Trainee

A level of work where assignments are similar to those of the Entry level; however, they also include as a significant duty the completion of training in order to perform at the journey level. The purpose of the trainee level is to develop an employee's knowledge and skills necessary to perform journey level work. This level is suited for flexibly staffed.

Turnover

The rate at which an employer gains and loses employees (i.e., the measurement of how long employees tend to stay in their jobs). CBJ turnover may be classified as either Internal (where employees leave one CBJ position for another) or External (where employees separate from CBJ service for employment elsewhere).

Typical Responsibilities

An illustrative list of duties that portray the type and level of work of the job class. The list is not all-inclusive but is indicative of the kind and level of work typically assigned to positions in the class.

Union Representation

Designates if the position is included or excluded from collective bargaining. Unsure? Check the union contract. There are definitions in the first few Articles of each contract.

Work Methods

Techniques for performing tasks including the sequence of steps to accomplish a desired outcome.

Whole Job Analysis

The systematic process of collecting and making certain judgments about information relating to the duties and responsibilities of a position based on the Classification Factors. The analyzed information is used in job class design, the development of the job class specifications, and position allocation.

Working Title

An unofficial name given to a position by a Department to identify it with a particular function for which the incumbent is associated. It is distinguished from a Class Title by the latter's function as the official title for all positions in the job class (e.g., Police Officer instead of Detective).

Workload

Workload is the production output, in terms of physical items to be accomplished by a position, within a given period of time to meet any requirements imposed or assumed.

ACTION VERBS

<u>Verb</u>	<u>Common Usage Definition</u>
Accepts	to receive; to regard as true, proper, normal, inevitable
Accomplishes	to execute fully; to attain
Accounts	to give a report on; to furnish a justifying analysis or explanation
Accumulates	to collect, to gather
Achieves	to bring to a successful conclusion
Acknowledges	reporting the receipt of
Acquires	to come into possession of
Acts	to perform a specified function to carry out a purpose; to exert one's powers in such a way as to bring about an effect
Activates	to mobilize; to set into motion
Adapts	to suit or fit by modification
Adds	to affix or attach to; to perform mathematical addition of figures
Adheres	to give support or maintain loyalty; to be consistent; to hold fast or stick; to bind oneself to observance; to follow closely; to carry out without deviation
Adjusts	to bring to a more satisfactory state; to bring the parts of something to a true or more effective position
Administers	to verify, secure and ensure compliance with policies
Admits	to permit to enter or to join
Adopts	to take up and apply or put into practice; to accept, as a report.
Advances	to bring or move forward; to accelerate the growth or progress of; to raise to a higher rank; to promote; to bring forward for notice, consideration or acceptance; to make progress; to raise in rate
Advises	to recommend a course of action (not simply to tell or inform); to offer an informed opinion based on specialized knowledge
Advocates	recommending or speaking in favor of
Affirms	to assert positively; to confirm; to ratify
Affixes	to secure an object to another; to attach
Aids	to help or assist; to give help or assistance to
Aligns	to arrange in a line; to array
Allots	to assign as a share
Alters	to make different; to modify
Amends	to change or modify for the better
Analyzes	to separate into elements and critically examine to arrive at a conclusion; to study the factors of a situation or problem in order to determine the solution or outcome
Answers	to speak or vote in reply
Anticipates	foreseeing events, trends, consequences, or problems and dealing with in advance
Applies	to put to use for a purpose; to employ diligently or with close attention
Appoints	to name officially
Appraises	to give an expert judgment of worth or merit; to evaluate as to quality, status or effectiveness

Appropriates.....to take exclusive possession of; to set apart for or assign to a particular purpose or use; to take without permission
 Approves.....to accept as satisfactory; to exercise final authority with regard to commitment of resources; to sanction officially; to ratify (thereby assuming responsibility for)
 Arrangesto prepare for an event; to put in proper order; to form or fit into a systematic whole
 Articulatesto pronounce distinctly; to express in coherent verbal form
 Ascertainsto find out or discover through examination; to find out or learn for a certainty
 Assemblesto collect or gather together in a predetermined order from various sources
 Asserts.....to state or declare positively
 Assesses.....to determine value of; to evaluate
 Assignsto specify or designate tasks or duties to be performed by others; legally to transfer or make over to another
 Assists.....to give aid or support
 Assumesto undertake; to take for granted; to take to or upon oneself
 Assuresto state confidently; to make certain of; to confirm
 Attachesto connect; to bind or affix to; to fasten; to tie
 Attainsto come into possession of; to arrive at
 Attends.....to be present for the purpose of making a contribution
 Auditsto examine officially with intent to verify
 Authorizesto approve; to empower through vested authority
 Averts.....to turn away or aside; to see coming and ward off
 Awardsto confer or bestow
 Balancesto compute the difference between the debits and credits of an account; to reconcile accounts; to arrange or prove so that the sum of one group equals the sum of another
 Batchesto assemble into a group for one operation
 Budgets.....to plan expenditures
 Buildsto construct
 Calculatesto make a mathematical computation
 Callsto communicate with by telephone; to summon; to announce
 Cancelsto mark out; to invalidate; to strike out, cross out, or revoke.
 Capitalizesto write or print with an initial capital or in capitals; to convert into capital; to compute the present value of; to supply capital for.
 Carries outto put into execution; to bring to a successful issue; to continue to an end or stopping point
 Certifies.....to confirm as accurate or true
 Chartsto draw or plot data (as on a graph); to make a detailed plan
 Checksto verify; to compare with a source for verification; to examine
 Circulatesto pass from person to person or place to place; to disseminate
 Clarifiesto make easier to understand; to explain
 Classifies.....to arrange or organize according to systematic groups, classes or categories
 Closesto bring to a conclusion; to bar passage; to shut; to suspend or stop operations; to end or terminate
 Coaches.....to teach or train; to tutor

Codes.....to use symbols or characters (letters or numbers) to represent words or figures

Collaborates.....to work jointly with; to cooperate with others

Collates.....to organize or assemble in a predetermined sequence

Collects.....to gather; to assemble; to accumulate

Commands.....to direct authoritatively; to order or request to be given; to give orders; to dominate from an elevated position

Communicates.....to impart a verbal or written message; to transmit information

Compares.....to examine for the purpose of discovering resemblances or differences

Compiles.....to put together information; to collect from other documents

Completes.....to finish; fully carrying out

Complies.....to act in accordance with rules or requests

Composes.....to make by putting parts together; to create, to write an original letter, report, instructions, etc.

Comprehends.....to grasp mentally; to understand

Computes.....to determine or calculate mathematically

Concurs.....to agree with a position, statement, action or opinion

Condenses.....to make more compact

Conducts.....to carry on; to direct the execution of

Confers.....to compare views; to consult

Confirms.....to give approval to; to assure the validity of

Conforms.....to bring into harmony or agreement; to adapt oneself to prevailing standards or customs

Considers.....thinking about with care or caution

Consolidates.....to bring together; to combine

Constructs.....to make or form by combining parts; to draw with suitable instruments and under specified conditions; to arrange or set in order mentally

Consults.....to seek advice of others; to give professional advice or services; to confer

Contacts.....to communicate with

Continues.....to maintain without interruption a condition, course, or action; to remain in existence

Contracts.....to establish or undertake by contract

Contributes.....to supply or give something; to submit for publication

Controls.....to measure, interpret, and evaluate actions for conformance with plans or desired results; to exercise directly, guiding or restraining power over

Converts.....to alter the physical or chemical nature of something; to alter for more effective utilization

Conveys.....to move from one place to another; to transport; to communicate

Convinces.....to persuade; to cause others to believe something, using evidence and/or argument

Cooperates.....to associate with another or others for mutual benefit

Coordinates.....to regulate, adjust, or combine the actions of others to attain harmony; to bring into common action or condition according to established policies

Copies.....to duplicate an original; to transfer or reproduce information

Corrects.....to make or set right; to alter or adjust to conform to a standard; to rectify

Correlates.....to establish or demonstrate a casual, complementary, parallel, or reciprocal relation

Corresponds..... to communicate with

Counsels to give advice or guidance; to consult with

Creates to bring into existence; to produce through imaginative skill

Debugs..... to detect, locate, and remove mistakes from a routine of malfunctions from a computer

Decides to arrive at a solution; to bring to a definitive end

Dedicates to set apart to a definite use; to become committed to

Deduces..... to derive a conclusion by reasoning (inference in which the conclusion follows necessarily from the premises); to reach a conclusion by mental deduction

Delegates to commission another to perform tasks or duties which may carry specific degrees of accountability and authority; to entrust to the care or management of another

Deletes..... to strike out or remove

Delivers to set free; to convey; to send to an intended destination

Demonstrates..... to illustrate and explain, especially with examples.

Describes to represent by a figure, model, or picture; to trace the outline of; to give an account of in words

Designs to conceive, create, and execute according to plan.

Determines..... to resolve; to fix conclusively or authoritatively; to decide

Develops to disclose, discover, perfect, or unfold a plan or idea.

Devises to form in the mind by new combinations or applications of ideas or principles; to invent

Dictates to read or speak information to be recorded or written by another.

Directs to guide work operations through the establishment of objectives, policies, rules, practices, methods, and standards; to govern or control.

Disassembles..... to take apart

Disciplines..... to penalize individuals or groups whose behavior is contrary to established rules and regulations

Discusses..... to exchange views for the purpose of arriving at a conclusion

Dispatches to send off, or forward, to known destination or on specific business

Displays to show; to spread before the view

Disposes to sell or get rid of

Disseminates..... to spread or disperse information or ideas

Distinguishes..... to perceive as being separate or different; to separate into kinds, classes, or categories

Distributes to deliver to proper destination; to pass around; to allot

Diverts to turn from one course or use to another

Divides to separate into classes or parts

Documents..... to provide with factual or substantial support for statements made or a hypothesis proposed; to equip with exact references to authoritative supporting information

Drafts to prepare papers or documents in a preliminary form

Draws..... to compose or write up, following a set procedure or form (as in a contract); to pull or move something

Edits to revise and prepare material (written, film, tape, soundtrack) for publication or display

Effects to bring about; to accomplish

Elaborates to work out in detail; to give details

Elects to choose or select carefully

Eliminates to get rid of; to set aside as unimportant

Emphasizes to stress

Employs to make use of; to use or engage the services of; to provide with a job that pays wages or a salary

Encompasses..... to form a circle about; to envelop; to include

Encourages..... inspiring with spirit or hope; to give help or patronage to

Endorses..... to support or recommend

Enforces..... to execute vigorously; to exercise executive or police power (refers to laws and statutes)

Engages..... to interlock with; to mesh; to provide occupation for; to arrange to obtain the use or services of

Enhances to increase or make greater

Enlists to engage for duty; to secure the support and aid of

Ensures..... to make sure, certain, or safe; to guarantee

Establishes..... to bring into existence; to institute

Estimates to forecast future requirements

Evaluates to determine or fix the value of; to appraise

Examines to inspect closely; to investigate; to scrutinize

Exchanges to give or take one thing in return for another

Excludes to shut out; to bar from participation, consideration, or inclusion

Executes to put into effect; to carry out

Exercises to exert influence or authority; to train by drills and maneuvers; to use repeatedly in order to strengthen and develop

Expects to look forward; to consider probable or certain

Expedites to accelerate the process or progress of

Expresses to represent in words; to make known one's feelings or opinions

Extracts to draw forth; to withdraw; to separate; to determine by calculation

Facilitates..... to make easier or less difficult

Feeds to move into a machine or opening in order to be used or processed; to furnish with something essential for growth, sustenance, maintenance, or operation

Figures to compute

Files to arrange in a methodical manner; to rub smooth or cut away with a tool

Finalizes..... to put in finished form

Finds to encounter; to locate or come upon by searching or effort.

Flags to mark in some distinctive manner

Follows up..... to pursue closely in order to check progress; to see if results are satisfactory

Forecasts to predict; to estimate in advance

Formulates to develop or devise

Fosters to promote the growth or development of

Fulfills..... to put into effect; to bring to an end; to measure up to; to develop the full potentiality of

Functions to act or operate as; to serve

Furnishes to provide what is needed; to supply

Gathers to collect; to harvest; to accumulate and place in order

Generates to bring into existence; to cause to be; to produce

Gives to grant or bestow; to administer; to make a present of

Governs to exercise continuous sovereign authority over; to control and direct the making and administration of authority over; to hold in check; to have decisive influence

Grasps to make the motion of seizing

Guarantees to secure; to answer for the debt, default, or miscarriage of

Guides to show or lead the way to; to manage the affairs of; to influence the conduct or opinions of

Hires to engage the services of for a set sum; to employ

Identifies to establish the identity of; to associate with some interest

Implements to carry out; to execute a plan or program; to give effect to

Imports to bring from a foreign or external source

Improves to make something better

Indicates to show; to demonstrate with precision

Informs to communicate information or knowledge; to acquaint

Initiates to start; to introduce; to originate

Innovates to exercise imagination or creativity in introducing something new or in making changes that lead to improvement

Inserts to put (something) into, between, or among other materials; to introduce, as a word in a sentence

Inspects to examine or determine; to critically analyze for suitability

Installs to set in position or adjust use; to settle in a certain place or condition, or status; to set up for use in office

Institutes to organize, establish, and set in operation; to begin

Instructs to teach; to coach; to impart or communicate knowledge; to direct or order

Insures to cover with insurance; to make certain

Integrates to unify; to make whole by putting all parts or elements together

Interprets to give the meaning of; to explain to others; to elucidate

Interviews to obtain facts or opinions through inquiry or examination of various sources

Invents to think up or imagine; to create

Inventories to catalog or to count and list

Investigates to observe or study by close examination and systematic inquiry

Invests to spend or use time, money or effort to achieve a future benefit

Issues to put forth or to distribute officially

Itemizes to list; to write down in detail

Judges to form an authoritative opinion; to determine and pronounce after inquiry and deliberation

Justifies proving or showing; to be right or reasonable; to align words such that both left- and right-hand margins are in line (typing term)

Keeps to hold or retain; to maintain

Leads to guide or direct on a course or in the direction of; to channel; to direct the operations of

Learns to gain knowledge or understanding of

Lists to enumerate; to enter into a catalog with a selling price; to itemize

Loads to place in or on a means of conveyance; to increase the weight of by adding something heavy

Locates to find, determine, or specify by means of searching, examining, or experimenting; to seek and find

Maintains..... to continue; to carry on; to keep current or in an existing state, as records or files

Makes to cause to happen to; to cause to exist, occur, or appear; to create; to bring into being by forming, shaping, or altering material

Manages to direct, control, or make or keep compliant

Markets to expose for sale; to sell

Matches to set in competition with; to provide with a worthy competitor; to cause to correspond

Measures to determine length, width, or quantity of

Mediates to interpose with parties to reconcile them; to reconcile differences

Meets to cope with; to come together from different directions; to provide for

Mentors to serve as a mentor or coach for

Merges to combine items from two or more similarly ordered sets into one set that is arranged in the same order

Mixes..... to unite or blend into one group or mass

Modifies..... to make less extreme; to limit or restrict the meaning of; to make minor changes in

Monitors to watch; to observe; to check for a specific purpose

Motivates..... to arouse or stimulate to action

Moves to go from one point to another; to begin operating or functioning or working in a usual way

Negotiates..... to confer with others with a view to reaching agreement

Notes..... to observe; to recognize

Notifies to make known; to inform

Observes..... to see, notice, or watch something or someone

Obtains..... to acquire or gain possession of

Occupies to take possession of; to fill

Omits..... to leave out; to disregard

Opens to make available for entry or passage; to make accessible; to expose to view; to disclose

Opposes..... to resist; to withstand; to place opposite or against

Organizes..... to arrange; to systematize or methodize

Orients to cause to become aware of, familiar with, or adjusted to facts, principles, procedures, or situations

Originates..... to create; to invent or produce as new

Outlines..... to make a summary of significant features

Overcomes..... to get the better of; to gain superiority

Oversees..... to watch over and direct; to superintend; to supervise

Participates to join or share with others; take part

Performs to fulfill or carry out some action; to accomplish; to execute

Permits..... to consent to; to authorize; to make possible

Persuades..... to move by argument or entreaty to a belief, position, or course of action

Places to locate and choose positions for

Plans to devise or project the realization or achievement of a course of action

Posts to record information in ledgers or other forms from another source

Practices to perform or work at repeatedly in order to gain proficiency

Predicts to declare in advance; to foretell on the basis of observation experience or scientific reason

Prepares to make ready for a particular purpose

Prescribes to establish as a rule or guide

Presents..... to introduce; to bestow; to lay as a charge before the court; to offer to view

Preserves..... to keep, guard, or observe; to keep safe, to protect; to keep free from decay; to maintain

Prevents..... to stop something from occurring; to take advance measures against

Prices to fix, establish, or find out the value of

Proceeds..... to begin to carry out an action

Processes to subject to some special treatment; to handle in accordance with a prescribed procedure

Procures..... to obtain possession of; to bring about

Produces..... to grow; to make, bear, or yield something; to offer to view or notice; to exhibit

Programs to arrange or work out a sequence of operations to be performed; to make a plan or procedure

Projects to extend forward; to present for consideration; to communicate vividly, especially to an audience

Promotes..... to advance to a higher level or position

Proofreads to read (copy or printer's proof) against the original manuscript for corrections

Proposes..... to form or declare a plan or intention.

Provides to supply what is needed; to furnish.

Publicizes..... to give information concerning a person, group, event or product through various communications media to attract public attention

Pulls to haul; to tow; to remove, as in filing

Purchases..... to buy or procure by committing organizational funds

Quantifies..... to make explicit the logical amount of; to determine or express the amount of

Questions..... to interrogate; to doubt; to dispute; to inquire

Rates..... to assess the value of; to appraise; to arrange in sequence of rank

Reads..... to interpret; to scan; to study the movements of; to understand the meaning of; to utter aloud the printed written words of

Realizes to understand clearly; to get by sale, investment, or effort

Reasons..... to use the faculty of reason (the power of comprehending, inferring or thinking, especially in orderly rational ways)

Receives to acquire; to come into possession of; to take something that is offered or sent; to admit or welcome guests or visitors

Recognizes to perceive clearly; to acknowledge with a show of appreciation

Recommends..... advising or counseling a course of action; to offer or suggest for adoption

Reconciles to adjust; to restore to harmony; to make congruous

Reconstructs to rebuild; to reorganize or reestablish; to restore.

Records..... to register; to set down in writing

Recruits..... to seek out others to become new members, students or personnel

Rectifies to correct by calculation or adjustment; to remedy; to set right

Reduces..... to narrow down; to diminish in size or amount; to abridge; to lower in grade or rank

Refers to send or direct for aid, treatment, information, or decision; to direct attention; to make reference to.

Reflectsto think calmly and quietly; to give back as an image, likeness, or outline; to make apparent.

Regardsto pay attention to; to take into consideration; to relate to

Registers.....to enter in a record; to enroll formally or officially

Regulates.....to govern or direct according to rule; to bring under the control of law; to fix or adjust the time, amount, or degree of.

Reinforces.....to strengthen with additional forces or additions

Rejectsto refuse to have, use, or take for some purpose; to refuse to hear, receive, or admit.

Relates.....to show or establish logical or causal connection between; to have meaningful social relationships.

Releasesto set free as in releasing information; to permit the publication or dissemination of

Reliesto depend on

Remits.....to send money in payment of; to submit or refer for consideration, judgment, decision, or action.

Removes.....to change the location, station or residence of; to dismiss from office

Rendersto furnish an opinion; to answer

Represents.....to act in the place of or for

Reportsto give an account of; to furnish information or data

Requests.....to ask for something

Requires.....to have as a requisite; to call for as suitable or appropriate; to demand as necessary

Requisitionsto make a request for, as in records or supplies; to ask in writing for something that is needed

Rescindsto make void; to repeal

Researches.....to inquire specifically, using involved and critical investigations

Responds.....to answer; to show favorable reaction

Restrictsto confine within bounds; to restrain

Retrieves.....to regain; to rescue

Reviewsto consider; to reexamine; to analyze results for the purpose of giving an opinion

Revisesto rework in order to correct or improve; to make a new, improved, or up-to-date version.

Routes.....to forward; to schedule or dispatch; to prearrange and direct locations to which an article is to be sent.

Satisfiesto carry out the terms of (a contract); to meet financial obligations; to make reparation to; to please

Scansto examine to search in order to locate specific data or information; to scrutinize

Schedulesto plan a timetable; to set specific times for

Screens.....to examine in orderly fashion to determine suitability or acceptability (as in appraising potential employees); to select

Searches.....to examine; to probe; to make a thorough examination or investigation of

Secures.....to gain possession of; to guarantee; to make safe; to obtain

Seeks.....to try to find or discover; to try to obtain or reach; to make a search or investigation.

Selects.....to choose the best suited.

Sells.....to give up property to another for money or other valuable consideration

Sends.....to dispatch by means of communication; to convey

Separates.....to set apart

Serves.....to assist; to be of use; to hold office

Sets up.....to cause a condition to come into effect; to put in operation

Shows.....to display; to give indication; to point out to someone

Signs.....to formally approve or ratify a document by affixing one's signature

Simplifies.....to clarify; to reduce to basic essentials

Solicits.....to approach with a request or plea; to strongly urge.

Solves.....to find a solution

Sorts.....to separate or arrange according to a scheme; to rank by kind class, division, etc.

Speaks.....to express one using words; to deliver an address or lecture

Specifies.....to state precisely in detail or to name explicitly

Spends.....to use up or pay out.

Stacks.....to pile up

Standardizes.....to bring into conformity to something established by authority, custom, or general consent as a model or criterion

Stimulates.....to excite to activity; to urge; to rouse or spur on.

Strengthens.....to make stronger

Strives.....to endeavor; to devote serious effort or energy

Structures.....to give arrangement or form to; to arrange or organize

Studies.....to contemplate; to carefully examine or investigate; to deliberate

Submits.....to present data for the discretion or judgment of others

Summarizes.....to restate material (facts, figures, etc.) briefly; to make an abstract

Supervises.....to personally oversee, direct, inspect, or guide the work of others with responsibility for meeting certain standards of performance

Supplements.....to add to

Supplies.....to furnish something that is needed; to provide; to equip

Supports.....to promote the interests or cause of; to argue or vote for; to pay the costs of; to hold up or serve as a foundation for.

Surveys.....to examine as to condition, situation, or value

Sustains.....to give support or relief to; to prolong; to support by adequate proof

Tabulates.....to put in table form; to set up in columns or rows; to make a listing

Takes.....to assume possession of; to grasp

Terminates.....to bring to an end; to conclude

Tests.....to put to proof; to examine, observe, or evaluate critically.

Totals.....to add up; to compute

Traces.....to locate something by searching or researching evidence; to copy, as a drawing

Trains to teach, demonstrate, or guide others in order to bring up to a predetermined standard.

Transcribes to transfer data from one form of record to another or from one method of preparation to another, without changing the nature of data

Translates to turn into one's own or another language

Transmits to transfer or send from one person or place to another; to send out a signal either by radio waves or over a wire.

Transposes to change the usual order of

Treats to regard and deal with in a specified manner; to provide care for or deal with medically.

Turns to make rotate/revolve; to cause to move around so as to effect a desired end (as locking, opening, and shutting); to reverse the sides or surfaces of.

Types to write using a typewriter or keyboard; to arrange by categories

Understands to grasp the meaning of; to have thorough or technical acquaintance with or expertness in the practice of

Updates to bring current

Uses to put into action or service; to consume or take; to act with regard to.

Utilizes to make use of

Verifies to confirm or establish authenticity; to substantiate; to prove to be true.

Visits to go or come to see in a professional capacity.

Weighs to ascertain the heaviness of; to consider carefully

Writes to set down letters, words, sentences, or figures on paper or other suitable material; to author; to draft