

CITY OF PITTSBURGH

M E M O R A N D U M

**TO:** Rowan Miranda  
Budget Director

**DEPARTMENT:** Mayor's Office

**FROM:** Barbara M. Parees  
Director

**DEPARTMENT:** Personnel & Civil  
Service Commission

**DATE:** October 9, 1995

**SUBJECT:** Pay and Classification System

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The following details the procedures that the Department of Personnel uses to determine recommended salaries.

1. Job Description Development  
The Department of Personnel and the appropriate department complete a job description. Please note that the appropriate department identifies the job duties and required knowledges, skills and abilities and finalizes the job description.
2. Related Position Identification  
Personnel identifies other positions to which the new position will be compared. These positions are examined in terms of the seven weighted factors (listed in #3 below). The related positions, which will be compared to the new position in #4 below, include:
  - a. related positions subordinate to the new position
  - b. related positions supervisory to the new position
  - c. related positions throughout the City
  - d. benchmark positions (a group of more than 30 positions individually examined and used to "benchmark" all other positions)
3. Factoring  
Personnel performs an initial pay factoring of the new position, utilizing the seven weighted factors:
  - a. knowledge
  - b. complexity
  - c. relationships and contacts
  - d. latitude/effect of error
  - e. direction of others
  - f. physical effort
  - g. working conditions

Personnel compares the job description (which includes job duties, knowledges, skills and abilities supplied by the position's supervisor and Department Director) to the seven factors to determine a degree. For example, the *knowledge* factor for the attached position of Community Recreation Center Director was determined as follows:

- a. Personnel analyzed all listed position knowledges on the back of the job description
- b. Personnel applied those knowledges to the pay system's definition of *knowledge*, and determined that this position requires "basic knowledge of the principles, techniques and procedures of one trade or field of specialization or the knowledge of complex administrative/clerical methods and techniques.
- c. Personnel awarded a knowledge degree of 4, the degree associated with the above definition.

Personnel analyzes the entire job description, determines all appropriate factors, applies the points corresponding to each factor, adds up the points, and arrives at an initial point total.

4. Comparison

Personnel compares all factors of the new position to other positions identified in #2 above, to ensure the following:

- a. that the new position is not factored at a degree higher than its supervisory positions
- b. that the new position is not factored at a degree lower than its subordinate positions
- c. that the factoring fits with the historical development of positions in its class
- d. that Personnel can identify anything that appears unusual

Whenever a discrepancy exists, Personnel reviews the job description and consults the hiring authority. When appropriate, Personnel changes the degrees awarded.

5. Internal Check

As a check, the staff member who performed the factoring reviews the steps and the results with other personnel staff, and the position is factored independently by at least one other staff member.

6. Final Point Award

Personnel determines a final point total by adding up the points assigned to each of the degrees for each of the seven factors.

7. Salary Determination

Personnel relates the final point total to a classification level (scales for existing City positions). There are four classification levels that every City job fits into:

- a. Professional/Technical
- b. Blue Collar and Blue Collar Supervisor
- c. Uniform Services
- d. Executive/Management

Rowan Miranda

Page 3

October 9, 1995

8. Salary Determination

Personnel recommends a salary by correlating the point total in the appropriate level (#7, above) to the appropriate mid-point chart. Personnel must determine the appropriate chart from among the following:

- a. Professional/Technical/Clerical - union positions - the lowest pay scale
- b. Professional/Technical/Clerical - non union positions
- c. Executive/Management -- The highest pay scale

**(PLEASE NOTE THAT PERSONNEL USED THE PROFESSIONAL/TECHNICAL/CLERICAL - UNION CHART -- THE LOWEST SALARY CHART -- TO DETERMINE THE RECREATION POSITION SALARIES)**

Each chart identifies budgeted steps/grades and payrates for each level. Recognizing that mid points do not cover the breadth of a position, Personnel typically recommends a salary range.

9. Recommendation

Personnel forwards a memo to the Deputy Mayor/Operations, that details selected position specifics, salary determination, and Personnel's recommendation for approval/disapproval. The Deputy Mayor then approves or disapproves the recommendations.

If you have any further questions about this process, please let me know.

BMP/JL/jp