



POLICY No. 2009-04 Non-Union Job Evaluation Maintenance Policy and Procedure

Originating Department CS-HR-10-2009

SMT Approval: 2009-06-18

Council in Committee: 2009-10-05

Recommendation #: 9

Council Approval: 2009-10-13

Resolution #: 281-09

Revision History: [Click here for revision history](#)

1. Policy

All new positions and significant changes to existing positions in the non-union employee group will be evaluated.

2. Purpose

To comply with the *Pay Equity Act* and to ensure internal equity is maintained within the non-union employee group through the consistent application of an approved job evaluation plan as significant changes take place in the workplace.

3. Scope

This policy applies to all permanent full-time and permanent part-time positions in the non-union employee group at Haldimand County including those within the Haldimand County Library Board (HCLB), but excluding Volunteer Firefighters.

4. Responsibility

4.1 The Chief Administrative Officer (CAO) is responsible to:

- a) Consider for approval any new job description or any significant changes to an existing job description, which may have an impact on the job evaluation rating, and thus the ongoing compensation, when such change is "standard", being:
 - a. A fundamental or legislative change over which staff have no control , or
 - b. the migration of duties as a "way of work" over a period of time for which the incumbent has been performing the duties and the duties have become an expectation of the job going forward.
- b) Consider for recommendation to Council any new job description or any significant changes to an existing job description which has significant impact on the job rating and thus ongoing compensation, or when such change is "non-standard", being:

- a. Corporate Reorganization,
 - b. elimination of or proposal of a new position, or
 - c. a controllable proposal that has a large financial implication.
- c) Consider for approval final ratings determined by the Non-Union Job Evaluation Team (NUJET) prior to ratings being implemented. This decision shall be based on an interpretation of the job evaluation plan factors. The CAO decision is considered final.

4.2 The Senior Management Team (SMT) is responsible to:

- a) Appoint members to NUJET, including two Co-Chairs, who have good knowledge of how the municipality works, the services provided and what is required to make the County an effective and efficient entity. When appointing, SMT shall endeavour to include balanced representation from the staffing group, being County department and staff level and type of work;
- b) Consider for approval the proposed revisions to the Rules of Application developed by NUJET to govern the consistent application of the Job Evaluation Plan;
- c) Identify entry level Knowledge (Factor 6) for each position in the non-union employee group.

4.3 Each General Manager (GM) is responsible to:

- a) Discuss with the CAO, or designate, any proposed new position or any proposed significant changes to an existing position;
- b) Review the Job Description and proposed ratings with the CAO before submission to NUJET. Should the proposal have a compensation impact, approval by the CAO will be required before the submission can be finalized.

4.4 The Non-Union Job Evaluation Team (NUJET) is responsible to:

- a) Conduct the job evaluation process in a timely and consistent manner, in accordance with this policy;
- b) Recommend revisions to this policy including existing Rules of Application governing the application of the job evaluation plan;
- c) Document all decisions made by NUJET including the rationale for ratings;
- d) Ensure confidentiality of work undertaken on behalf of the County.

4.5 The Coordinator, Employment Services is responsible to:

- a) Provide guidance to all employees regarding the job evaluation process;
- b) Provide “what-if” scenarios to Managers for the purpose of forecasting potential change and budget implications only, on the understanding that documented ratings are subject to the team’s preliminary ratings;
- c) Coordinate the work of NUJET;

- d) Act as a resource to NUJET;
- e) Facilitate NUJET meetings while remaining neutral to committee decisions;
- f) Ensure all decisions are documented by members of NUJET and records are maintained in the Human Resources Division;
- g) Bring issues of concern or questions requiring clarification to SMT on behalf of NUJET;
- h) Liaise with the CAO regarding the CAO Review Process.

4.6 The Co-Chairs of NUJET are responsible to:

- a) Together with the Coordinator, Employment services, review changes to job descriptions to determine whether or not the changes warrant a review by the job evaluation committee and to document the decision;
- b) Provide guidance with respect to the job evaluation process, committee and scenario based inquiries.

5. **Definitions**

Not applicable.

6. **Procedure**

6.1 Non Union Job Evaluation Team rules of operation:

- a) Evaluate positions using the Cowan Wright Beauchamp Job Evaluation Plan Customized for Haldimand County May 2010 (Attachment 1), or any successor there to;
- b) Quorum will be four eligible voting members;
- c) Subject to 6.1 d), four members will be designated to rate the position except during the CAO Review Process in which case, all NUJET members available will rate the position, where necessary;
- d) Members shall not rate their own position, a position they directly supervise or positions within their department or division with the exception that the CAO shall review all positions during the CAO Review Process;
- e) Ratings will be determined by consensus, meaning that all members will come to an acceptable resolution that can be supported by the team even if all members do not agree.
- f) All factors are subject to review when a position is rated by NUJET. However, only the changes to the existing position (ie those responsibilities which are new, or which have been taken away) are to be considered when reviewing the job factors;
- g) When the rating(s) of the four eligible voting members result in a "tie", the other non-voting members may be involved to vote on the rating(s) in question. For clarity, in

this case, all members present, with the exception of a member who is within the same division as the position being rated;

- h) NUJET ratings are subject to the CAO Review Process, including when a consensus cannot be reached, as set out in Section 6.6;
- i) When CAO approval has been received, ratings are final and binding and will be implemented.

6.2 New Position – Preliminary Ratings

All newly approved permanent positions will be rated by NUJET as follows:

- a. The GM / designate, will complete and submit the following original documents to the Coordinator, Employment Services:
 - An approved Job Description (Attachment 2), and
 - A signed Request for Rating (Attachment 3).
- b. NUJET will review the documentation at their next regularly scheduled meeting and establish an initial preliminary rating for the new position based on the information received. The GM or designate will be invited to attend the meeting to speak to the information being reviewed.
- c. The Coordinator, Employment Services will forward the ratings and rationale agreed to by NUJET to the General Manager or designate, within two working days of the meeting.
- d. If the GM / designate are in agreement with the preliminary ratings, those ratings and rationale will be considered final.
- e. If the GM / designate has concerns with the preliminary ratings, he / she shall follow the Appeal Process as set out in Section 6.5.

6.3 New Position - Final Ratings

Approximately nine months after the new position has been filled, the Coordinator, Employment Services will notify the GM / designate and the incumbent(s) to update the Job Information and review the preliminary ratings established for the position, as follows:

- a) The incumbent(s) will complete a Non Union Employee Group Job Analysis Questionnaire (Attachment 4). The GM / designate will finalize the questionnaire and update the job description, as required, in consultation with the incumbent(s) and the CAO.
- b) After discussing the updated duties/responsibilities with the CAO, the GM / designate will submit to the Coordinator, Employment Services an updated Job Description and an original completed Job Analysis Questionnaire.
- c) NUJET will review the information and confirm or adjust factor ratings and rationale at their next regularly scheduled meeting. The GM and / or designate and the incumbent(s) will be invited to attend to speak to the information submitted, but are not permitted to stay in the meeting once the Committee deliberates the ratings.

- d) The Coordinator, Employment Services will forward the ratings and rationale agreed to by the members to all pertinent parties, within two working days of the meeting.
- e) If the GM / designate and incumbent(s) are in agreement with the ratings, they will be considered the final ratings and subject to the CAO Review Process as set out in Section 6.6.
- f) If the GM / designate or incumbent(s) has a concern with the final ratings for the new position, the Appeal Process set out in Section 6.5 shall be followed.

6.4 Existing Position – Review Due To Significant Change

If, in the opinion of the incumbent(s), the duties and responsibilities of an existing position have changed significantly, those changes will be discussed with the incumbent(s) Manager.

If, in the opinion of the Manager, the changed duties / responsibilities represent a significant difference over the current expectations as outlined in the position's job description, the Manager will bring forward to the GM / designate.

If, in the opinion of the GM / designate, the duties and responsibilities of an existing position have changed significantly, those changes will be documented and the position will be reviewed as follows:

- a) The GM / designate will consult with the CAO and determine whether CAO or Council approval for the new duties/responsibilities is required.
- b) If a new position results, it will be subject to the process described in Sections 6.2 and 6.3 above.
- c) If revisions to an existing position are required, the approved revised Job Description and a signed Request for Rating form including suggested factor ratings will be submitted to the Coordinator, Employment Services.
- d) NUJET will review the documentation and confirm or adjust factor ratings and rationale at their next regularly scheduled meeting. The GM / designate and incumbent(s) will be invited to attend the NUJET meeting to present their information.
- e) The Coordinator, Employment Services will forward the ratings and rationale agreed to by NUJET, to all pertinent parties within two working days of the meeting.
- f) If the GM / designate agree with the ratings, they will be considered final ratings and subject to the CAO Review Process as set out in Section 6.6.
- h) If the GM / designate has concerns with the ratings, the Appeal Process as set out in Section 6.5 shall be followed.

6.5 Appeal Process

- a) The GM / designate will complete a Request for Rating form to document concerns and submit the signed document to the Coordinator, Employment Services within 15 working days of receiving notification of NUJET ratings and rationale.
- b) NUJET will review the Request for Rating form at their next regularly scheduled

meeting. The GM / designate and incumbent(s) will be invited to attend the meeting to speak to the information being reviewed.

- c) Factor ratings agreed to in response to the appeal will be subject to the CAO Review Process as set out in Section 6.6.

6.6 CAO Review Process

- a) The Coordinator, Employment Services will advise the CAO of the ratings and rationale determined by NUJET.
- b) The CAO will review the information and approve or amend the ratings based on interpretation of the Job Evaluation Plan factors and provide rationale within 15 working days.
- c) The CAO's final decision will be provided to the Coordinator, Employment Services in writing who will communicate this information to NUJET and to persons affected by that decision within two working days;
- d) The CAO's decision is final and binding.

6.7 Effective Date of Change

The GM / designate shall consider and clearly identify the effective date of change(s). In the absence of a clearly identifiable date that the changed duties / responsibilities were assigned, or when the changed duties have migrated over time, the effective date shall be the date that the signed Request for Rating was submitted to the GM / Designate.

6.8 Pay Treatment

a) New Position

If the position is rated at a pay grade higher than the preliminary wage rate determined for the position, the incumbent's rate of pay shall be adjusted on a "step to step" basis to the higher pay grade on the salary schedule, retroactive to the effective date of change.

In the event that the pay grade for the position decreases as a result of this final review of the position, the incumbent(s) will be "red-circled" and not receive further economic adjustments until the rate for the position exceeds the rate being paid to the red-circled incumbent(s).

b) Existing Position

If the position is rated at a pay grade higher than the current wage rate for the position, the incumbent's rate of pay shall be adjusted on a "step to step" basis to the higher pay grade on the salary schedule, retroactive to the effective date of change

In the event that the pay grade for the position decreases as a result of this job review, the incumbent(s) will be "red-circled" at the rate effective the date the NUJET decision was communicated to the incumbent(s) and will not receive further economic adjustments until the rate for the position exceeds the rate being paid to the red-circled incumbent(s).

6.9 Job Description Maintenance / Pay Equity Maintenance

For the purposes of maintaining an accurate reflection of the job and ensuring compliance with Pay Equity legislation, job descriptions will be reviewed for changes in any of the following situations:

- a) A job brought forward to NUJET for any of the reasons outlined in this policy; or
- b) A position becomes vacant and the job description is posted for recruitment; or
- c) An incumbent, General Manager, or designate, or the Manager, Human Resources determines missing or inaccurate information to which should be corrected; or
- d) A job description has not been reviewed for 3-5 years.

Upon the completion of the job description review, changes shall be evaluated by the General Manger, in consultation with the Coordinator, Employment Services, and NUJET Co-chairs, to determine whether they are significant and warrant a review by the job evaluation committee.

7.0 References

The Pay Equity Act, as amended.

8.0 Attachments

Attachment 1 Cowan Wright Beauchamp Job Evaluation Plan (Customized for Haldimand County May 2010)

Attachment 2 Job Description Template

Attachment 3 Request for Rating Template

Attachment 4 Job Analysis Questionnaire

REVISION HISTORY					
REPORT	CIC		COUNCIL		DETAILS
	Date	Rec#	Date	Res#	
	Date	Rec#	Date	Res#	
	Date	Rec#	Date	Res#	
	Date	Rec#	Date	Res#	
	Date	Rec#	Date	Res#	

Attachment 1



Non-Union Employee Group
Job Evaluation Plan

Cowan Wright Beauchamp Job Evaluation Plan

Customized for Haldimand County

(Revised April 2013)

Rules of Application:

General:

RATINGS REFLECT INFORMATION PROVIDED IN THE CURRENT DRAFT JOB DESCRIPTIONS FOR THE NON-UNION GROUP.

1. For any factor, when applying a "LEVEL", if the position is a perfect match, use the high rate.
2. For any factor, when applying a "LEVEL" if the position is not a perfect match, use low rate.
3. If the position is more than a perfect match, apply the lower rate of the next higher level.
4. Do not double-count (use two different factors to recognize the same part of the job) - examples:
 - HR External (Responsibility), Interpersonal Skills / Contacts (Skill & Effort)
 - HR External (Responsibility) / Financial Effectiveness (Responsibility)
5. Factor rules were developed for areas requiring interpretation.

Team Rules:

1. Team rules to be developed by vote (majority rules).
2. Raise hand to speak in order to allow everyone a chance to share the same information.
3. Voting members voice their opinions before other team members.
4. Team member cannot be present when their position is being evaluated.
5. For this project, CEO – HCLB is considered a Manager in Community Services.
6. Committee members cannot rate positions in their own division or department.
7. Committee members cannot be in the room during the voting of positions within their own division.
8. Quorum is 4 eligible voting members.
9. Initial ratings will be signed off by all members of the NUJET.
10. The reconsideration process will be available to all non-union staff.
11. *New – 2009 – CAO Review Process, Article 6.6, in the Non-Union Job Evaluation Policy & Procedure document.*
12. Final ratings, signed off by all members of the Non-Union Job Evaluation team, will be final and binding for each position in the group.

POINT VALUE CHART

FACTOR 1 - PROGRAM / SERVICE OPERATIONS (Responsibility)

LEVEL		
A	18	22
B	26	33
C	39	48
D	57	70
E	84	103
F	123	151
G	180	

Notes:

Responsibility = accountability (something for which one is answerable)

Program = focus

“Activities” are different from “programs” (activity = action; program = a plan to be followed.)

Additional Note added 19 May 2010

NUJET recognizes that there are functions (budget, staff, reports) within a division and each function is made up of (several) tasks/activities.

This scenario is considered a single program.

A multi-focussed division exists in situations where a division includes programs / services that are unrelated to each other. (Sample test – a separate division could be set up for each program / service without impacting one of them.)

Rules of Application:

* Unique positions – apply General Rules 1, 2 or 3

* Supervisors = level D 1 program / service (single focus) = low rate
 > 1 program / service (multi-focussed) = high rate

* Manager = level E 1 program / service (single focus) = low rate
 > 1 program / service (multi-focused) = high rate)

* General Manager = level F 1 program / service (focus) = low rate
 > 1 program / service (multi-focussed) = high rate.

* Chief Administrative Officer = level G

1. PROGRAM / SERVICE OPERATIONS

(RESPONSIBILITY)

This factor measures the degree of involvement required in developing and / or administering programs / services for the organization.

- a. Carries out a limited range of daily activities and reports results to project manager or supervisor. Work is usually pre-planned or prioritized, and consists of simple, precise tasks. Assumes little or no responsibility for overall results.
- b. Co-ordinates or carries out daily activities and reports results to supervisor. Plans own work within established priorities and time frames.
- c. Assists in the development and planning of activities. May share responsibility for overall results with one or more peers.
- d. Develops, plans and assumes responsibility for implementation and administration of programs/services. Full accountability for results rests with manager.
- e. Manages and assumes full responsibility for the development, implementation and administration of programs/services, and may participate in policy formulation.
- f. Formulates and approves broad program/service policy for one or more departments. Oversees the development, implementation and administration of programs/services.
- g. Authorizes the planning, development, and implementation of broad strategic program policy for the entire organization.

POINT VALUE CHART

FACTOR 2 - HUMAN RESOURCES – INTERNAL (RESPONSIBILITY)

LEVEL	
A	9 11
B	13 16
C	19 24
D	28 35
E	42 52
F	61 76
G	90

Notes:

1. Assign = direct or order
2. Assigning work does not necessarily mean “supervisor”

Rules of Application:

1. Level C – assigns and reviews work / tasks
2. Level D – if applicable to a Supervisor with less than 10 staff, use low rate
- if applicable to a Supervisor with 10 or more staff, use high rate
3. Level E – for a Manager with fewer than 10 staff, use low E
- for a Manager with 10 or more staff, use high E
4. Level F – applies to General Manager
5. Level G – applies to Chief Administrative Officer

2. HUMAN RESOURCES (INTERNAL)

(RESPONSIBILITY)

This factor measures the extent to which job objectives are achieved through the direction, management and control of the work of others within the organization.

- a. Has no responsibility for guiding or supervising the work of others within the organization. Normally works independently.
- b. Has no responsibility for guiding or supervising the work of others within the organization. Works with peers to complete a common set of objectives.
- c. Provides functional or technical guidance to co-workers in the same or related work unit. Has authority to assign tasks and prioritize work in accordance with direction from supervisor.
- d. Assigns, co-ordinates and reviews the work of individuals in a related unit. Provides input into hiring, firing and performance evaluation decisions that are made by supervisor.
- e. Supervises employees working in a division. Has responsibility for technical development and professional growth of staff, and has authority to hire, fire (subject to prior authorization) and evaluate performance of staff
- f. Manages and organizes staff through Managers to ensure professional growth of staff, and maximum utilization of human resources. Authorizes and/or approves the hiring, firing and performance evaluation of staff.
- g. Through subordinate General Managers, is responsible for the effective planning, direction and control of human resources for the entire organization.

POINT VALUE CHART

FACTOR 3 - HUMAN RESOURCES – EXTERNAL (RESPONSIBILITY)

LEVEL	
A	4 5
B	6 8
C	10 13
D	16 21
E	25 33
F	40

Rules of Application:

1. Consider this factor definition in the context of contractual arrangements.
2. This is a “responsibility” sub-factor, do not double count in “skills and effort” sub-factors
3. Examples of ‘external human resources’ – consultants, contractors, Management Board – GVL, Volunteers, National Union Representatives, lawyers, community groups, suppliers, etc.
4. Level C – applies to Supervisor if they are dealing with contract(s) – consider complexity and monetary value of contract(s) - magnitude
5. Level D – applies to Manager if they are dealing with contract(s) – consider complexity and monetary value of contract(s) - magnitude
6. Level E – applies to General Manager
7. Level F - applies to Chief Administrative Officer

3. HUMAN RESOURCES (EXTERNAL)

(RESPONSIBILITY)

This factor measures the extent to which job objectives are achieved through the direction, management and control of the work of others external to the organization.

- a. Has no responsibility for guiding or supervising the work of others external to the organization.
- b. Provides functional or technical guidance to individuals in an external unit after the supervisor has assigned tasks and prioritized work.
- c. Assigns, co-ordinates and reviews the work of individuals in an external unit. Has authority to hire, fire (subject to prior authorization) and evaluate their performance.
- d. Through subordinate supervisors, responsible for the effective planning, direction and control of external resources for a division.
- e. Through subordinate managers, responsible for the effective planning, direction and control of external resources for several divisions.
- f. Through subordinate General Managers, responsible for the effective planning, direction and control of external resources for the entire organization.

POINT VALUE CHART

FACTOR 4 - PHYSICAL & INFORMATION ASSETS

(RESPONSIBILITY)

<u>PART 2</u> INFORMATION ASSETS <u>PART 1</u> PHYSICAL ASSETS	A	B	C	D	E
	1	8	11	17	26
2	10	13	19	28	46
3	14	17	23	32	50
4	20	23	29	38	56
5	30	33	39	48	66
6	44	47	53	62	80

Rules of Application:

Part 1 – Physical Assets

Level 3 – may apply to a Supervisor or Manager

Level 3, bullet 3 – examples of “resources” museum artefacts, roads

Level 4 or 5 – may apply to a Manager (moderate ➤ significant)

Level 4 – examples of resources that are “considered protected” include, but are not limited to, buildings, drugs, mechanical rooms etc.

Level 6 – may apply to General Manager, Chief Administrative Officer

Part 2 – Information Assets

Level D, bullet 1 - Examples of “important data” – information relative to compliance and / or legal issues

4. Physical & Information Assets Part 1 – Physical Assets

(RESPONSIBILITY)

All jobs have responsibility for contributing to the safeguarding, safe operation or general management of physical resources of the organization. Which response most closely describes responsibility for managing material resources?

Material resources include supplies (e.g. office, cleaning, medical), tools machinery, equipment, computer hardware, vehicles, facilities and building systems (e.g. HVAC), property and any other physical asset of the county.

Responsibility for material resources involving books, files and other hard copy documents are to be considered under Factor 4 – Part 2 (Information Assets).

1. Basic use, care and handling of resources used in own job <ul style="list-style-type: none">➤ Follows standard practices or operating instructions for using generally available office supplies or equipment
2. Receipt, handling and distribution of resources <ul style="list-style-type: none">➤ Ensures material resources are not damaged or mislaid, and that appropriate steps are followed regarding their tracking, distribution and storage.➤ This level should also be used where there is responsibility for the availability of general program related supplies, where this does not involve significant supply, servicing and/or installation activities.
3. Availability of resources or equipment operation / maintenance / functionality <ul style="list-style-type: none">➤ Ensures material resources are readily available when needed by others. Deals with supply, service and / or installation requirements, following up on related problems. OR➤ Deploys equipment resources to maximize efficient and cost effective usage. OR➤ Takes responsibility for operation and maintaining large equipment resources, including implementing related safety practices and / or providing training to others regarding same.
4. Safeguards resources which are accessible to others or which are considered protected. <ul style="list-style-type: none">➤ Is responsible for safety and security of resources used by others and located in areas where customers / the public have easy access. Ensures that resources are not stolen, and that appropriate safeguards are implemented / maintained to protect against damage. OR➤ Is responsible for implementing and monitoring the practices and standards that must be followed by others to ensure security and safekeeping of controlled or protected resources. This includes the maintenance of capital asset resources such as properties or facilities.
5. Safeguards resources of significant value to the County. <ul style="list-style-type: none">➤ Defines the controls, standards and practices with which others must comply in order to prevent loss of damage to valuable assets of the County.➤ Ensures necessary remedial or corrective action is taken in response to potential problems with related security, safety or safeguarding of these resources.
6. Oversees the safeguarding of major capital assets assigned to a key area of operation in the County. <ul style="list-style-type: none">➤ Responsibility is similar to that described under level 5, but the value and magnitude of the asset resources is very substantial, requiring more emphasis on controls and related standards to ensure safeguards are developed.

4. Physical & Information Assets Part 2 – Information Assets

(RESPONSIBILITY)

In addition to material assets, the organization also has information resources that need to be maintained or managed. Which response most closely describes responsibility for the safekeeping of information and / or information systems?

Information resources include manual and automated information / data / files contained in libraries, computer systems, manual records and other storage systems

A. Basic safekeeping of information used to perform own work.

- Has access to generally available information and is required to follow established practices regarding logging and / or filing.

B. General safekeeping according to accepted practice.

- Adheres to established requirements regarding logging, filing, confidentiality and storage of information. Is able to release information in pre-defined formats where there are no questions regarding access. **OR**
- Is responsible for timely and accurate input and processing of data in a standardized format, including necessary checking and back-up to ensure data integrity.

C. Maintenance of information resources

- Ensures information resources are not mislaid and that appropriate procedures are in place and followed by others regarding receipt, distribution, retrieval and storage of important data. **OR**
- Audits files / storage systems for adherence to defined requirements, including identifying necessary action / corrective action to ensure same. **OR**
- Takes responsibility for identifying the need for updating and distributing information resources used by others.

D. Availability and Security of Information resources / systems

- Ensures important data is current and readily available for others in making decisions. Responsible for correct representation of data and information, where its accuracy will not typically be verified before being put to use by others. **OR**
- Ensures information is appropriately secured, according to County standards, to protect against unauthorized use or access.

E. Management of protected information or information systems

- Defines the controls and standards which determine accessibility to or preservation of sensitive or protected information resources. Resolves related issues where access or other requirements are open to interpretation, ensuring consistency within or across departments. **OR**
- This level should also be used where there is accountability for the protection of highly sensitive and potentially volatile information of a political nature, including responsibility for making decisions regarding access and dissemination.

POINT VALUE CHART

FACTOR 5 - FINANCIAL EFFECTIVENESS (RESPONSIBILITY)

Level	
1	21
2	32
3	50
4	78
5	122
6	190

Notes:

Financial effectiveness measures responsibility NOT skill.

Don't focus on budget preparation because management group must look beyond "division" boundaries when it comes to financial effectiveness.

Don't double-count (for example, under Responsibility and again under Skill)

Rules of Application:

1. Reference General Rules 1, 2 3 and 5
2. Level 1 – example – orders items on behalf of positions with authority
3. Level 2 – may apply to some Supervisors (exceptions)
Level 2, bullet 1 – example – taking cash in on behalf of the County; signing authority as per policy
4. Level 3 – may apply to most Supervisors or a few Managers
5. Level 4 – may apply to most Managers
6. Level 5 – may apply to a few Managers (exceptions)
7. Level 6 – would apply to General Managers, Chief Administrative Officer

5. Financial Effectiveness

(RESPONSIBILITY)

In addition to having an impact on people, some jobs also impact on the financial well-being of the unit / team, department or County as a whole. Which response most closely describes impact on financial effectiveness?

Consider the level of authority vested in the job to initiate action or make decisions which have financial implications for the County. These may involve expenditures or cost savings, management / control of financial resources, securing new or expanded sources of funding or programs for cost recovery.

Consider only the immediate or direct which comes about as a result of the employee's action or influence, not eventual outcomes which may come about as the result of the action or involvement of others.

1. Minimal impact, typically confined to own job <ul style="list-style-type: none">➤ Impact is typically limited to using resources cost effectively in own job, avoiding unnecessary waste or expense
2. Impact on standardized processing or tracking of financial resources <ul style="list-style-type: none">➤ Processes financial transactions, e.g. receiving, logging and transferring cash or payments according to County procedures. OR➤ Tracks petty cash or other small amounts of money, performing routine expense control activities, e.g. tracking own expenses against a small program budget.
3. Impact on expenditures or collections involving moderate financial resource commitments. <ul style="list-style-type: none">➤ Approves and issues cheques or other forms of payment according to contractual term and / or other policy guidelines, including follow-up and issue resolution. OR➤ Maximizes and expedites collection of revenues due to the County, escalating problems involving significant outstanding receivables. Also covers responsibility for obtaining funding in support of program resources, where \$ amounts are relatively limited. OR➤ Implements and maintains effective expenditure control processes for a program or project of limited size. Ensures cost effectiveness of individual expenditures or cost savings which the employee has the authority to make within budget guidelines.
4. Impact on cost control involving more significant financial resource commitments. <ul style="list-style-type: none">➤ Implement and maintains effective expenditure control process for a large project or program requiring significant tracking / monitoring of financial resources. OR➤ Follows up on identified opportunities to generate revenue or obtain additional funding through available sources for the County by maximizing financial and making it possible to offer particular program activities.
5. Impact on cost control or cost recovery involving significant financial resource commitments. <ul style="list-style-type: none">➤ Develops and implements audit practices within / across work units to ensure compliance with established financial policies and other related requirements. OR➤ Develops effective cost control policies / practices involving significant financial resources. Ensures cost effectiveness of substantial expenditures or cost savings which the employee has the authority to make within broad guidelines permitting considerable discretions. OR➤ Identifies and explores cost recovery opportunities, such as the disposal of surplus assets and County property, to contribute to the County's revenue generating capabilities.
6. Impact on County's development and long-term financial stability. <ul style="list-style-type: none">➤ Develops strategies affecting long-term financial effectiveness of the County.➤ Pursues new or expanded sources or major funding to support service delivery enhancements. OR➤ Makes significant financial commitments on the County's behalf (e.g. major acquisitions) and / or secures these commitments from business / industry partners on major development initiatives.

POINT VALUE CHART

FACTOR 6 KNOWLEDGE (SKILL & EFFORT)

LEVEL		
A	11	15
B	20	27
C	35	48
D	62	86
E	110	

LEVEL DETERMINED BY SENIOR MANAGEMENT TEAM

Notes: On-going upgrading / recertification training is expected of all positions in the non-union group
 All initial ratings are based on current draft job descriptions
 Length of "additional course" doesn't matter (no minimum / maximum)
 P.Eng. – requires Bachelor of Engineering plus 4 years work experience plus 2 exams (Law and Ethics)
 CET - requires 3 year program in Engineering Technology plus 2 years work experience plus 2 exams (OACETT rules)
 (Changes for clarification – Sept 8-06)

Rules of Application:

1. **Level A**
Low rate ➤ High school graduation plus less than 5 years current related experience
High rate ➤ High school graduation plus 5 years or more current related experience

2. **Level B – Specialized training**
 Examples of "single specialized area" – Adjuvant, Rec Programmer, Dietary Supervisor, DZ or AZ lic (Sept 8-06)
Low rate ➤ Post secondary certificate relative to area of responsibility plus less than 5 years current related experience
High rate ➤ Post secondary certificate relative to area of responsibility plus 5 years or more current related experience.

3. **Level C – Community College Diploma**
Low rate ➤ Community College Diploma / Degree relative to area of responsibility plus less than 5 years current related experience (may include additional speciality training)
High rate ➤ Community College Diploma / Degree relative to area of responsibility plus 5 years or more current related experience (may include additional speciality training)

4. **Level D**
Low rate ➤ Community College Diploma relative to area of responsibility plus 10 years or more current related experience (including supervisory / management responsibilities) **OR**
 University Degree relative to area of responsibility plus less than 5 years current related experience
High rate ➤ University degree plus 5 years or more current related experience – may include relative post – grad training (Sept 8-06)

5. **Level E** University + post graduate studies plus 5 years or more current related experience – must be in conjunction with "E" – broad conceptual knowledge (Sept 8-06)

6. KNOWLEDGE

(SKILL & EFFORT)

This factor measures the level of theoretical and technical knowledge required to perform assigned duties and responsibilities, normally acquired through formal or informal training and/or experience.

- a. Knowledge of operation of simple equipment. Basic reading, writing and mathematical skills. Capability to complete assignments according to instructions.
- b. Thorough knowledge of practices and procedures, guidelines and precedents involved in a single specialized area.
- c. Basic theoretical knowledge and/or understanding of the issues related to the practices and procedures, guidelines and precedents involved in a major function.
- d. An advanced theoretical knowledge of the principles and practices involved in a discipline and/or a sound understanding of several functions.
- e. A broad conceptual knowledge of the principles and practices involved in multiple disciplines gained through wide exposure and experience.

POINT VALUE CHART

FACTOR 7 - CONCENTRATION / MENTAL EFFORT (SKILL & EFFORT)

LEVEL		
A	2	3
B	4	5
C	6	9
D	11	16
E	20	

Notes:

Level A and B do not apply to any job in the non-union group.

Rules of Application:

Level D - applicable to most of the corporate management group - Supervisor, Manager & GM

High D - for multi- tasking, interruptions – applicable to most Managers

Application guide:

Amount of Concentration	Tasking	
	Time required – Occasionally	Time required - Constantly
Little e.g. – sweeping		
Some e.g. – filing, data entry		Level c.
Significant e.g. – research, analysis, interpretation	Level d.	Level e.

7. CONCENTRATION / MENTAL EFFORT (SKILL & EFFORT)

This factor measures the intensity and frequency of auditory, mental or visual concentration required in the job.

- a. Little concentration / mental effort is required.
- b. Some concentration/mental effort is occasionally required.
- c. Some concentration/mental effort is constantly required.
- d. Significant concentration/mental effort is occasionally required, and may result in some fatigue.
- e. Significant concentration/mental effort is constantly required, and normally results in considerable fatigue.

POINT VALUE CHART

FACTOR 8. INTERPERSONAL SKILLS AND CONTACTS (SKILL AND EFFORT)

LEVEL	
A	12 17
B	21 30
C	38 53
D	68 94
E	120

Note:

DO NOT DOUBLE-COUNT WITH 'RESPONSIBILITY' sub-factors.

Rules of Application:

1. "senior policy makers inside the organization" = senior management team (County Council to be excluded from this group)
2. "senior policy makers outside the organization" = (for example) Museum Advisory Board, Ministry(ies), HC Library Board, and County Council or private sector senior management
3. Level D. - after "Contact", remove "primarily" (too restrictive)
Examples for level D- Ministries, Boards, organizations / agencies Outside Department, Division)
4. Frequency of contact must be considered – what is 'normal', what is 'once in a while'

5.

8. INTERPERSONAL SKILLS / CONTACTS (SKILL & EFFORT)

This factor measures the ability to effectively deal with people both internal and external to the organization for the purpose of carrying out the objectives of the job. This factor considers the type of contacts made, the purpose, and the degree of interpersonal skill required to achieve job objectives.

- a. Contacts are primarily within the work unit to obtain and/or clarify information specific to job tasks.
- b. Contacts extend beyond the work unit for the purpose of exchanging information or in dealing with the public, to provide factual responses to routine queries.
- c. Contacts require co-ordination, co-operation or joint effort to accomplish job objectives. Normally required to provide explanations, interpretations and advice to people inside and outside of the organization.
- d. Contacts involve influencing, motivating, persuading and / or negotiating with people up to (but not including) the level of senior policy makers either outside the organization or with members of other divisions or departments.
- e. Contacts involve problem solving, influencing, persuading and / or negotiating with senior level policy makers both inside and outside the organization in order to establish and / or achieve objectives. Extensive diplomacy is required.

POINT VALUE CHART

FACTOR 9. DECISION MAKING / JUDGEMENT (SKILL & EFFORT)

LEVEL	
A	11 15
B	20 27
C	35 48
D	62 86
E	110

Notes:

1. Re. Complexity – scope of impact of decision (error) – when an employee makes an error, who answers for that error?
2. (Oct 19 - 05) what impact do poor decisions / errors have on the organization?

Rules of Application:

1. Level B - requires application of standardized procedures set by the Department / Division / Unit
2. Level C – requires problem solving, interpretation of best practices from outside the work place (= creative problem solving – research and develop a new (to HC) approach
3. If the Province mandates a program or service, and the program parameters are rigid – use the lower rate.

9. DECISION-MAKING / JUDGEMENT ("Complexity") (SKILL & EFFORT)

Assess the difficulty in identifying various available choices of action, and in exercising judgement to select the most appropriate action. Considers mental processes such as analyzing, reasoning, or evaluating and the scope or impact of the decision.

- a. Work consists of simple, precise tasks that are determined by well-defined procedures. Solutions or required responses are established. Decisions are readily apparent, with few alternatives. Impact of decisions normally limited to timely and efficient completion of tasks.
- b. Work consists of tasks that involve several related steps, processes or procedures and may require prioritization of work activities. Decisions are made from a number of known alternatives, where choice is structured by set standardized procedures. Seeks guidance on unusual problems only. Solutions impact upon the accomplishment of program objectives.
- c. Work consists of tasks that involve different and indirectly related processes, methods and techniques. Decisions are made by identifying alternative approaches from within a framework of prevailing, customary practice. Solutions impact upon the achievement of division objectives.
- d. Work is of considerable diversity. Decisions involve interpretation and analysis of many different factors. Available guides and precedents are limited. Solutions impact upon the achievement of short to medium term organizational objectives.
- e. Work consists of unique or novel problems and is not subject to constraints other than law or policy. Decisions affect the scope, direction and long-term goals of the entire organization.

POINT VALUE CHART

FACTOR 10. PHYSICAL SKILL AND EFFORT

(SKILL & EFFORT)

LEVEL	
A	2 3
B	4 5
C	6 9
D	11 16
E	20

Notes:

“sensory” – pertaining to the senses (seeing, hearing, speaking, touching, emotions)

Rules of Application:

1. Level C – Examples – language barriers, illness, moving / lifting boxes
Keying in data regularly = high C
2. Level D - Examples – moving people in wheelchairs, lifting heavy boxes

Application Guide:

Degree of sensory skills required	Duration	
	LOW	HIGH
None	Level a	
Some	Level b	Level c
High	Level d	Level e

10. PHYSICAL SKILL AND EFFORT

(SKILL & EFFORT)

This factor measures the degree to which physical or sensory skills are normally required to perform the duties of the position, and the duration and intensity with which these skills must be applied.

- a. No specialized physical or sensory skills required.
- b. Some degree of sensory skills, co-ordination, manual dexterity or manipulative skills required for low duration and / or intensity e.g. viewing a video display terminal for a few hours per day, keyboarding, etc.
- c. Some degree of sensory skills, co-ordination, manual dexterity or manipulative skills required for high duration and / or intensity. e.g. repairing, data entry, etc.
- d. A high level of agility, manual dexterity or physical strength required for low duration and / or intensity, e.g. moving furniture on occasion.
- e. A high level of agility, manual dexterity or physical strength required for high duration and / or intensity e.g. carrying heavy boxes constantly.

POINT VALUE CHART

FACTOR 11. ENVIRONMENT (WORKING CONDITIONS)

LEVEL	
A	2 3
B	4 7
C	9 15
D	20

Rules of Application:

1. Injury = disease
2. Level B – going out to job sites
3. Level C - minimum applicable to any position at Grandview
 - At GVL positions that work in office area – low rate
 - At GVL those positions that are regularly out on the floor - high rate
4. Ratings reflect that all incumbents have received appropriate health and safety training for the job they are doing.

Application Guide:

Discomfort	Severity			
	No Risk	Minor Risk	Moderate Risk	Considerable Risk
None	A			
Minor		B		
Moderate			C	
Considerable				D

11. ENVIRONMENT

(WORKING CONDITIONS)

This factor measures the nature and severity of physical conditions that impact on the job during the conduct of work responsibilities.

- a. Works in a clean, comfortable indoor environment such as an office. No risk of personal injury.
- b. Conditions may cause minor physical discomfort due to limited exposure to such things as: dirt, fumes, poor air and light quality, noise, moisture, crowding, and normal weather conditions. Minor risk of personal injury.
- c. Conditions may cause physical discomfort or stress due to moderate exposure to dirt, fumes, noise, moisture, crowding, and inclement weather. Moderate risk of personal injury.
- d. Conditions may cause considerable physical discomfort or stress due to significant exposure to such things as: dirt, fumes, noise, moisture, crowding, isolation, and severe weather conditions. Risk of personal injury, which can be reduced if safety precautions are followed.

POINT VALUE CHART

FACTOR 12. CONTROL OVER WORK SCHEDULE (WORKING CONDITIONS)

LEVEL	
A	2 3
B	4 7
C	9 15
D	20

Notes:

Scheduled Hours = hours compensated

Schedule Meeting = minor disruption beyond compensated hours

Unscheduled (emergencies) = major disruption

Rules of Application:

1. This factor only deals with impact of work on lifestyle.
2. Level C (high rate C-15) – job requires incumbent must be available 16 / 7
3. Level D (D-20) – job requires incumbent must be available 24 / 7 (clarification re level D = job requires incumbent to be available “on call” to perform duties 24 / 7 and two people or less within the work group share this responsibility. – Mar 25-09)

It is recognized that members of the management team are expected to attend Council meetings from time to time (after normal business hours)

12. CONTROL OVER WORK SCHEDULE (WORKING CONDITIONS)

This factor measures the extent to which the responsibilities of a job disrupt lifestyle or cause personal inconvenience.

- a. Little or no inconveniences or disruptions result from job responsibilities.
- b. Work schedule involves minor disruptions to lifestyle such as the occasional requirement to work outside of scheduled hours.
- c. Work schedule involves extensive disruptions to lifestyles due to such things as a frequent requirement to work outside of scheduled hours.
- d. Work schedule is highly unpredictable and requires the employee to be available for work at any time due to emergency situations, equipment failure, client demands, etc.



JOB DESCRIPTION

POSTING #: Posting Period:	EMPLOYEE GROUP: POSITION STATUS: Hours worked per week:
Position: Grade: Wage Rate:	Department / Division: Location:

PURPOSE OF POSITION:

Reporting to the _____, the incumbent will:

EDUCATION & EXPERIENCE

Or equivalent to the above.

KNOWLEDGE & SKILLS REQUIRED:

Computer Expertise:

Accountabilities / Tasks

Include, but are not limited to, the following:

-

All Haldimand County employees are expected to:

- work safely and respect others in the work place
- maintain confidentiality
- work within policies and procedures determined by Haldimand County and / or legislation relative to the function

This position requires: - a current (within the past 6 months) Police Check <input type="checkbox"/> - a pre-hire physical <input type="checkbox"/>

County employees who are interested in applying for this position must complete the EMPLOYEE APPLICATION FORM and submit the completed form together with a resume and covering letter as appropriate in confidence to Human Resources by 4:30 p.m. on the last day of this posting.

AN EQUAL OPPORTUNITY EMPLOYER

As per current Legislation, if it is determined that those employees with priority placement status are suitable for this job, before a selection decision has been made, this competition may be cancelled.

Changes to Job Description:

Do Not Warrant Job Evaluation Review

Warrant Job Evaluation Review

Reviewed by: _____
Coordinator, Employment Services Date

Recommended by: _____
Manager Date

Approved by: _____
General Manager Date

Approved by*: _____
Chief Administrative Officer Date

* Chief Administrative Officer (CAO) approval required when position is new or significantly changed and warranting a job evaluation review and for all positions reporting to a General Manager or CAO.



**REQUEST FOR RATING FORM
NON-UNION POSITION**

Position Title: [Click here to enter text.](#)

Division Department

(If applicable) Incumbent(s) Name(s)

Immediate Non-Union Supervisor

General Manager

Date form completed

Date form received by Team Facilitator

Date of NUJET review

Completion of this Request for Rating is required for the work of the Non-Union Job Evaluation Committee (NUJET) at any of the following steps:

Please indicate which step applies:

NEW POSITION – Preliminary

Preliminary Ratings

Preliminary Ratings Appealed

NEW POSITION - Final

Change(s) suggested to Final Preliminary Ratings

Ratings Appealed

EXISTING POSITION – Review due to significant change

Initial

Initial Ratings Appealed

**PLEASE REFERENCE THE JOB EVALUATION PLAN FOR DETAILS
OF EACH FACTOR**

Factor 1 - PROGRAM / SERVICE OPERATIONS (Responsibility)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 2 - HUMAN RESOURCES – INTERNAL (RESPONSIBILITY)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 3 - HUMAN RESOURCES – EXTERNAL (RESPONSIBILITY)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate’s Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 4 - PHYSICAL & INFORMATION ASSETS (RESPONSIBILITY)
PART 1 – Physical Assets

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate’s Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 4 – Physical & Information Assets (Responsibility)

Part 2 – Information Assets

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING

SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate’s Comments:

CURRENT RATING

SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 5 - FINANCIAL EFFECTIVENESS (RESPONSIBILITY)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING

SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate’s Comments:

CURRENT RATING

SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 6 KNOWLEDGE (SKILL & EFFORT)

(Please note: this factor is determined by Senior Management Team and reflects entry level requirements coming into the position)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 7 - CONCENTRATION / MENTAL EFFORT (SKILL & EFFORT)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 8. INTERPERSONAL SKILLS AND CONTACTS (SKILL AND EFFORT)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 9. DECISION MAKING / JUDGEMENT (SKILL & EFFORT)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 10. PHYSICAL SKILL AND EFFORT (SKILL & EFFORT)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 11. ENVIRONMENT (WORKING CONDITIONS)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

FACTOR 12. CONTROL OVER WORK SCHEDULE (WORKING CONDITIONS)

(If Request for Rating form relates to an existing position) Incumbent(s) comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Manager or Designate's Comments:

CURRENT RATING
SUGGESTED RATING

Specific examples are to be provided to support your suggested rating.

General Comments:

Incumbent(s) comments (If this submission relates to an existing position):

Signature(s):
Date:

General Manager or Designate's Comments:

CHECK HERE TO CONFIRM THAT THE CHIEF ADMINISTRATIVE OFFICER IS AWARE THAT THIS
INFORMATION IS BEING BROUGHT TO NUJET FOR REVIEW

Signature: Date:

Please forward original documentation to:
Coordinator, HR Programs & Employment Services, Human Resources



Non-Union Employee Group
JOB ANALYSIS QUESTIONNAIRE

Job Title

Incumbent's Name

Division and Department

Your Supervisor's Title

Your Supervisor's Name

Date

General Instructions:

Use this questionnaire to tell us about your job. The information you provide will be used to evaluate the relative value of the position you hold. It will not be used in any way to evaluate your performance or your qualifications - only your job.

Answer the questions carefully. The information you give will help in making sure your job is fairly evaluated. Here are some suggestions to consider in completing the questionnaire:

1. Write so that a person unfamiliar with your job will be able to understand it.
2. Tell the **facts** about what you actually do.
3. Give **specific examples** to make it clear
4. Describe your job as **it is now**, not the way it was or will become.
5. Be very careful to **print or write legibly**.
6. Use additional pages if you need to, although the space provided is enough for most jobs.

Before answering each question, read it carefully; then review the instructions which can be found on the facing page.

INSTRUCTIONS FOR QUESTION NO. 1

What is required here is a brief, undetailed, but specific statement of what you do and what you are expected to accomplish. It should clarify the **overall** significance of the position: why your job exists in the organization and what you are expected to achieve.

The intent is to introduce your job to the reader and provide a concise overview of your job's purpose. Do not attempt to give an in-depth account of your job. This question should be answered in one or two sentences.

A typical example for an accounting manager might be:

"Direct the development and compilation of financial and operating reports to provide useful, reliable, and timely information for use by management."

1. PURPOSE OF THE JOB

In one or two sentences, state the main purpose of your job. Indicate what you are required to do and the end result, or contribution, expected of your job.

INSTRUCTIONS FOR QUESTIONS NO. 2 & 3 (continued)

Note: For each sample job listed, only one duty is described.

Equipment Mechanic

Duty or Activity: 60%

I perform un-scheduled repairs on a variety of equipment used in road construction, including dozers, loaders, trucks, graders, rollers, paving machines, tampers, and related equipment. I do this to minimize equipment downtime and cost. This duty involves:

- receive call from field; prepare work order;
- travel to the work site;
- inspect the equipment and discuss the problem with the operator;
- diagnose the problem; estimate parts and labour required; determine if the repair can be made on-the-spot or if the equipment needs to come into the shop;
- if possible, make the repair so the work can go on;
- if not, arrange for or go get the parts, tools, etc. needed and perform repair; if the equipment has to come into the shop, notify shop supervisor and arrange for haul;
- complete work order, give to supervisor.

Secretary

Duty or Activity: 5%

Make all travel arrangements for three field program directors to assist them in scheduling their trips. The steps are:

- obtain schedules of planned field visits weekly (usually on Fridays, but sometimes do not get until Monday);
- contact hotels/motels directly; make reservations and obtain confirmation numbers;
- prepare travel itineraries for each director;
- for long-distance travel (about twice a year for each director), I make airline reservations and arrange car rentals;
- maintain travel logs and assist each director in compiling monthly travel expense reports;
- prepare final expense reports for signature by each field program director using spreadsheet program on an IBM desktop computer;
- submit monthly expense reports to Finance Department

2. PRIMARY DUTIES

Describe in detail the most important duties or activities that you do. If there are procedures or steps used in performing each activity, describe the steps.

For each duty or activity, indicate an estimate of the percent of your total time each takes. In the descriptions of your activities, be sure to include the end results expected (why the actions are taken).

Add extra pages if needed.

Duty or Activity: % of Time

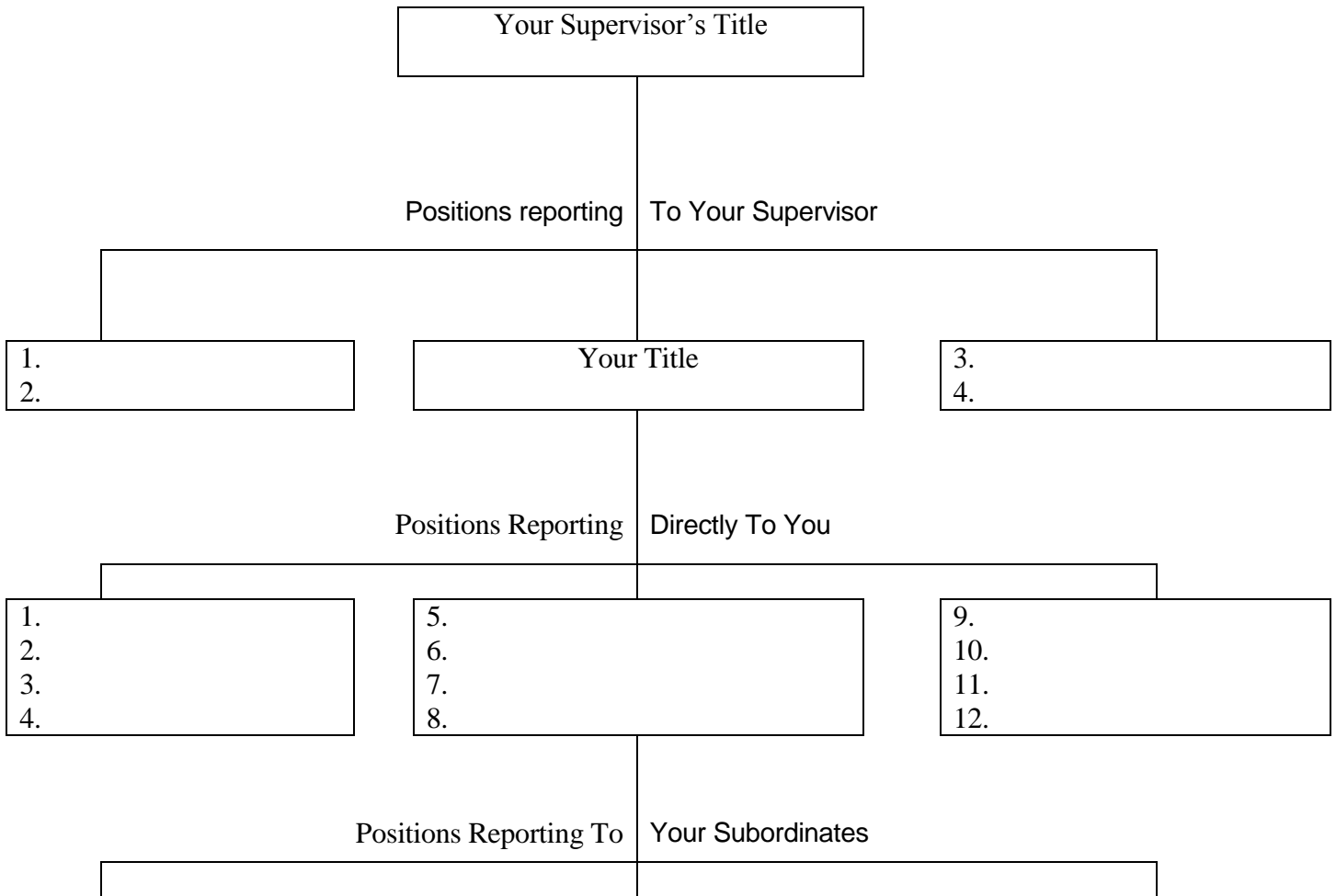


INSTRUCTIONS FOR QUESTION NO. 4

"Supervise" means direction of the work of others where **you** are held directly responsible for work performance, performance evaluation, training, discipline, and other personnel matters.

4. SUPERVISION

- a. Do you supervise employees? YES NO
- b. If yes, what is the total number of employees in your unit or organization? _____
- c. If you supervise other employees, complete the organization chart below and indicate in parentheses the number of people in each job.



1.
2.
3.
4.

5.
6.
7.
8.

9.
10.
11.
12.

INSTRUCTIONS FOR QUESTION NO. 5

Answer this question if you supervise others. If not, leave it blank.

What is wanted is a one paragraph summary for each of your reporting subordinates, those shown in Question No. 4 as reporting directly to you. Indicate the number of employees each subordinate supervises. Use additional pages if you need more space.

5. SUBORDINATE SUMMARIES

a.

Title

b.

Title

c.

Title

d.

Title

e.

Title

f.

Title

g.

Title

h.

Title

i.

Title

j.

Title

k.

Title

l.

Title

INSTRUCTIONS FOR QUESTION NO. 6

This question applies only if your job has a direct or indirect influence on identifiable dollar amounts. Otherwise, leave this question blank.

For example, if you supervise staff, indicate the annual payroll. If you are charged with a budget, indicate the annual amount.

Other dollar examples might include such things as annual sales, annual purchases or annual project costs, depending on the nature of your job.

If you are not sure of the exact amounts that related to your job, realistic estimates are acceptable.

6. DOLLAR IMPACTS

What dollar amounts do you control or influence?

<u>Annual Amount</u>	<u>What is it?</u>
<u>Annual Amount</u>	<u>What is it?</u>
<u>Annual Amount</u>	<u>What is it?</u>
<u>Annual Amount</u>	<u>What is it?</u>
<u>Annual Amount</u>	<u>What is it?</u>
<u>Annual Amount</u>	<u>What is it?</u>

INSTRUCTIONS FOR QUESTION NO. 7

Special equipment you are required to operate might include such things as typewriter, word processing equipment, computer, truck, etc.

Special skills might include, for example, shorthand, counselling, strategic planning, engineering, drafting, etc.

If appropriate, indicate the minimum skill requirement (eg. words per minute, strokes per hour).

7. REQUIRED EQUIPMENT OR SKILLS

Describe any special equipment you are required to operate or special skills you need to apply when performing your job.

Equipment or Skill

How Much of the Time?

INSTRUCTIONS FOR QUESTION NO. 8

Personal contacts mean those that are face-to-face or by telephone.

What is wanted is **not** an exhaustive or all-inclusive list of contacts, but brief typical examples indicating your primary contacts other than those persons to whom you report or who report to you.

8. KEY PERSONAL CONTACTS

Excluding your supervisor and subordinates, indicate your principal contacts and the purpose of each.

Contact

Nature and Purpose of Contact

INSTRUCTIONS FOR QUESTION NO. 9

Every job has one or more "stretch" points in terms of the kinds of mental effort required. This may have to do with the most difficult part of the job to understand or the kinds of analysis or decision making required. Be sure to give a specific response and describe the situation(s) by example.

For example, an engineering project co-ordinator might respond:

"The most challenging aspect of my job is the design of new piping and equipment. This involves sizing lines based on available process flow information and selecting the best metallurgy and pipe schedule from evaluations of operating conditions and the corrosive nature of the fluid."

or a financial clerk might indicate:

"In pricing work orders, I frequently must find the cost of materials not listed in the pricing books. This involves finding vendors or other sources of pricing information for a great variety of materials."

9. MENTAL DEMANDS

Describe the most mentally challenging part of your job or the most difficult typical problems you are expected to solve. Give one or two examples.

INSTRUCTIONS FOR QUESTION NO. 10

Describe the experience, training, capabilities and credentials required to meet the job's expected level of full performance, not necessarily the amount of experience, etc., you have had.

10. QUALIFICATIONS

If you were promoted, what formal education, training, job-related experience or special credentials/diplomas/licenses, etc., would your replacement need?



11. WORKING CONDITIONS

Describe any adverse conditions in performing your work.

a. Requirement for Extended Concentration % of Time

b. Lifting Average Weight % of Time

c. Working Positions (sitting, standing, bending, driving, walking, etc.) % of Time

d. Environmental Factors (heat, cold, odour, noise, weather, etc.) % of Time

e. Mental Stress % of Time

f. Hazards % of Time

g. What unusual working periods or work schedules are normal for your job?

--

Employee Signature

Date

SUPERVISOR'S SECTION

Carefully review the completed questionnaire, but **do not alter or eliminate any portion of the original response**. Please answer the questions listed below.

1. What do you consider the most important duties of this job and why?

2. What do you consider the most important qualifications of an employee in this job (not necessarily the qualifications of the present employee) and why?

3. Comment on the accuracy and completeness of the responses by the employee. **List below any missing items and/or differences where appropriate.** Pay particular attention to the responses of all your subordinates to see that, as a group, the questionnaires provide an accurate description of your department or work unit.

IMPORTANT: Significant differences of opinion noted by the supervisor should be reviewed with the employee.

Supervisor Signature

Date

ADDITIONAL INFORMATION:

(enter any additional information in the box below – it will expand and continue on the next page as you type...)

Non-Union Job Content Questionnaire
J. Kelly 2012 July