

# Job Evaluation Factors

For Out-of-Scope Employees

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## Job Evaluation Factors

The job evaluation factors for the new management classification plan are:

- Managerial and Consultative Role – 6 levels
- Impact – 10 levels
- Communication – 4 levels
- Conditions Under Which Work is Performed – 3 levels

Following is a brief outline of the aspects each factor assesses. Please ensure that you read the notes to raters at the beginning of each factor to get a full appreciation of how the factor is applied.

Managerial Role assesses the level of the job's role within the context of the organization. The rating level is determined through comparison of the job's typical nature to the level definitions within the factor and confirming through comparison benchmark descriptors.

Impact assesses the level of responsibility relative to other out-of-scope jobs. Ratings are determined by comparison to benchmark positions as there are no specific level definitions within the factor.

Communication assesses the level of difficulty in influencing the actions or behaviours of others. Ratings are determined by comparison to level definitions within the factor and confirming through comparison to benchmark descriptors.

Conditions Under Which Work is Performed assesses these aspects of risk and demand inherent in the job assignment that are not commensurate with the job's role, responsibility or communication skill, so as to ensure no bias through double-crediting. Ratings are determined through frequency estimates.

## FACTOR 1: MANAGERIAL AND CONSULTATIVE ROLE

### NOTES TO RATERS

1. To evaluate jobs on this factor:
  - a. Review the primary responsibilities to determine the nature of the job's managerial and consultative role and its relationship to other jobs within the context of the organization.
  - b. Assess the typical level of analytical, forecasting and planning expertise applied, with consideration to the job's placement in the organizational structure. It is helpful to determine the nature of expertise and how it is used in order to make such an assessment.
2. This factor is structured to enable under-fills and subsequent career growth. For example, a position that would normally be assessed at level 3 could be assessed at level 2 (under-filled) if the work assigned at the outset is subject to less analysis/interpretation.
3. When evaluating jobs, raters should select the factor degree that best represents the position's typical nature as not all of a job's responsibilities will fit within the same level definition.
4. Jobs are rated on this factor, first by evaluating against the level definitions, then by confirming consistency through benchmark comparison.

5. Factor 1: Managerial and Consultative Role

<p><b>FACTOR 1: MANAGERIAL AND CONSULTATIVE ROLE</b></p>	<p><b>GUIDELINES</b></p>
<p><b>Level 1</b> (200 points)</p> <p>Jobs have managerial or consultative roles that are equivalent to office management involving assessment of the work of others for adherence to governmental administrative policies and documentation requirements.</p> <p><b>Benchmarks:</b> 45 Administrative Assistant to Executive Director 10 Administrative Assistant, Compensation</p>	
<p><b>Level 2</b> (560 points)</p> <p>Jobs have managerial or consultative roles that are equivalent to: (a) substantial reliance upon the position’s expertise and analysis relating to office management processes and finality of documentation sent to the Minister’s Office, MLA’s and Executive Council; and/or, (b) day to day management of programs or projects requiring choice from a limited number of evident solutions.</p> <p><b>Benchmarks:</b> 15 Administrative Assistant, Human Resources 22 Executive Director’s Assistant 53 Deputy Minister’s Administrative Assistant 54 Judge’s Administrative Assistant</p>	<p>-An equivalent planning role may include integration of administrative support functions across the ministry (BM53).</p> <p>-“finality of documentation” is specifically intended for elected officials or Executive Council (BM22); and judges (BM54).</p> <p>-“projects” in (b) refers to positions where the typical nature of the job is project oriented.</p>
<p><b>Level 3</b> (920 points)</p> <p>Jobs have managerial or consultative roles requiring in-depth analysis and proactive planning equivalent to: (a) provision of assessment and counsel in interpreting and applying established criteria; and/or, (b) researching, developing, and choosing from, a variety of possible solutions where issues arise and the need for change becomes evident.</p> <p><b>Benchmarks:</b> 13 Human Resource Consultant</p>	<p>-Includes jobs that have the availability of subject matter consultants or additional levels of supervision from which guidance and counsel is available (BM35, 13).</p> <p>-Established criteria means standards, regulations, policies and existing precedent.</p> <p>-A process is not an established criteria. Where processes exist, the rater must still determine at</p>

<p>17 Classification Consultant  35 Regional Business Manager  47 Park Supervisor  50 Operations and Planning Engineer</p>	<p>what level the job should be rated.</p>
<p><b>Level 4 (1280 points)</b></p> <p>Jobs have managerial or consultative roles requiring a level of expertise equivalent to: (a) providing assessment and counsel regarding the soundness or validity of inferences and suppositions of others, where outcomes are usually unknown; and/or (b) researching and analyzing needs/trends/and program outcomes in order to anticipate and predict need for change.</p> <p>Benchmarks:  2 Deputy Director of Security, Saskatoon Correctional Centre  3 Senior Child Protection Program Consultant  4 Director, Maintenance Enforcement  5 Director, Kilburn Hall  16 Human Resource Consultant, Health  19 Director, Coroner Services  20 Integrated Resource Manager  26 Human Resource and Finance Administrator  33 Manager, Remote Support Services  36 Manager, Farm Stress Unit  37 Manager, Community Planning  49 Senior Policy Analyst  60 Financial Management Analyst  65 Manager, Remote Support Services</p>	<p>-Supervision of your own staff is not a basis for rating a job as providing “assessment and counsel to others” as that is assessed as part of factor 2. To be rated level 4, the assignment must require the position to be providing assessment and counsel to others in the organization as a typical responsibility, in the field of expertise.</p> <p>-There is no restriction on the number of positions that may be providing assessment/counsel within an area of expertise.</p> <p>-Includes jobs with pervasive planning requirements involved in long-range anticipation of needs and trends and which contribute to vision and strategy (BM20).</p> <p>-This includes jobs with an equivalent planning and integration role where there are no managerial/consultative positions within the organization from which to obtain program direction (BM02).</p>
<p><b>Level 5 (1640 points)</b></p> <p>Jobs have managerial or consultative roles involving substantial reliance equivalent to: (a) the development and/or management of a provincial function or equivalent regional operation; and/ or, (b) the sole provincial subject matter specialist within a discipline.</p> <p>The typical nature of the work requires anticipation of what changes are likely to unfold well into the future. Such positions develop and have ongoing responsibility for a comprehensive, integrative and stand alone vision and strategy.</p>	<p>-There is a requirement to assess whether it is reasonable for a job to have responsibility for a comprehensive, integrative, stand alone vision and strategy.</p> <p>-A job may be rated here even if the long-range vision and strategies developed by it are subject to approval of others.</p> <p>-A discipline may be comprised of numerous different subject matters. There is no restriction on the number of different subject matter experts within a discipline, however, there can only be one provincial expert/ specialist assignment within a</p>

<p><b>Benchmarks:</b>  1 Executive Director, Population Health  6 Director, Child Day Care  7 Regional Director, Regina Region  21 Manager of Budget Review  24 Director, Environmental Protection  25 Senior Design Engineer  28 Director, Communications and Public Education  48 Director, Systems Services  52 Director, Science and Technology Unit</p>	<p>ministry for any given subject matter.</p> <p>The intent is to recognize the difference between level 4 and level 5, where such assignments require significant depth of knowledge, are therefore of significant value to the ministry, substantially relied upon, and deemed to be equivalent to other jobs rated at this level (BM25).</p>
<p><b>Level 6 (2000 points)</b></p> <p>Jobs have managerial or consultative roles involving provision of leadership and final oversight for functions and strategies to advance ministry or government direction. These positions typically establish frameworks to manage various public needs and potential ramifications.</p> <p><b>Benchmarks:</b>  9 Senior Policy Advisor, Policy &amp; Planning  11 ADM, Labour  12 ADM, Corrections  23 Director, Human Resources  44 Executive Director, Corporate Services  55 ADM, Policy &amp; Financial Services  57 ADM, Operations, Community Resources &amp; Employment  68 Director, Finance, Accountability and Corporate Services</p>	<p>- Only includes jobs directly reporting to a permanent head or permanent head equivalent such as a CEO of an agency.</p> <p>- Jobs at this level would normally be responsible for several functions. However, a job having final oversight for a single function might be rated at this level where it integrates a comprehensive framework across all ministry functions.</p>

## FACTOR 2: IMPACT

### NOTES TO RATERS

1. Assesses the level of responsibility in terms of the extent of the position's impact relative to other out-of-scope jobs.
2. Consideration is given to the results that should occur when the job is done well and not to the consequences if errors are made.
3. Consideration is given to the specific impact of the job as opposed to the impact of the branch or ministry and the extent to which impact in the same areas is shared with others.
4. Consideration is given to the nature and extent of:
  - Impact on clients, citizens, stakeholders;
  - The diversity of program delivery for which the position is responsible including geographical/portfolio etc.;
  - Responsibility for achieving outcomes through a matrix structure where the others, who report to different managers, are required to follow the direction of the position;
  - Responsibility for precautions intended to protect the safety of employees in an immediately volatile environment (e.g. fire suppression, livestock inspection, domestic violence);
  - Responsibility for financial and physical assets;
  - Employees for whose work the position is accountable.
- Note: In considering numbers on this factor, such as numbers of staff or numbers of clients, it should be noted that these are only an indicator.

Two jobs may have the same number of staff providing service to the same number of clients, but be rated differently. For example, compare BM's 4 and 24.

Similarly, a job with limited responsibility for staff can be evaluated at the same level as a job with numerous staff. For example, compare BM's 35 and 49.

5. To determine the difference in value between one job and another, the principle of "significant difference" needs to be applied. For example, with all other elements being equal, a job with 300 direct reports versus another with 1200, would be a significant difference and warrant a differentiation in level on this factor whereas 50 versus 100 would not. Where the line is drawn in terms of numbers requires discretion and judgement to assess whether a job truly warrants a level difference.

As jobs reach the higher end of the Impact scale, a greater amount of difference is required. For example, with all other things being equal, if a job has 10 direct reports and is rated at level 3, the same job assignment with 35 employees may warrant a higher level. However, 10 employees versus 35 employees at impact level 8 or 9 is not a significant difference. As the extent of impact on the various rating indicators increases (under part 4), the relationship to the number of staff has less of an effect on the overall impact rating.

6. In rating jobs on this factor consideration is given to the ratings of benchmark descriptors and the position's immediate manager and subordinates if in this class plan. On this factor a position cannot be assessed at the same level as its immediate manager.
7. This factor does not assess "importance". Perceptions of importance are very personal and fluctuate with the profile of the issues of the day, newness, etc.

## FACTOR 2: IMPACT

### Level 1 (100 points)

10 Administrative Assistant, Compensation  
22 Executive Director's Assistant, Planning and Policy  
54 Judge's Administrative Assistant  
66 Executive Assistant to the Chair

### Level 2 (250 points)

15 Administrative Assistant, Human Resources  
45 Administrative Assistant to Executive Director, Community Support

### Level 3 (450 points)

26 Human Resource and Finance Administrator  
50 Operations and Planning Engineer  
53 Deputy Minister's Administrative Assistant  
62 Junior Protocol Officer

### Level 4 (700 points)

13 Human Resource Consultant, Industry & Resources  
16 Human Resource Consultant, Health  
17 Classification Consultant  
32 Project Engineer  
47 Park Supervisor  
59 Nursing Administrator

### Level 5 (1000 points)

18 Precambrian Project Geologist  
33 Manager, Remote Support Services  
35 Regional Business Manager  
36 Manager, Farm Stress Unit  
49 Senior Policy Analyst  
60 Financial Management Analyst  
65 Manager, Remote Support Services

### Level 6 (1350 points)

02 Deputy Director, Correctional Centre Security  
03 Senior Child Protection Program Consultant  
04 Director, Maintenance Enforcement  
05 Director, Kilburn Hall  
19 Director, Coroner Services  
20 Integrated Resource Manager

48 Director, Systems Services  
68 Director, Finance, Accountability and Corporate Services

**Level 7** (1750 points)

06 Director, Child Day Care  
23 Director, Human Resources  
25 Senior Design Engineer  
37 Manager, Community Planning  
52 Director, Science and Technology  
67 Director, Apprenticeship

**Level 8** (2200 points)

07 Regional Director  
09 Senior Policy Advisor  
21 Manager of Budget Review  
24 Director, Environmental Protection Branch  
28 Director, Communications and Public Education  
44 Executive Director, Corporate Services

**Level 9** (2700 points)

01 Executive Director, Population Health  
11 ADM, Labour  
14 ADM, Industry Development  
Level 10 (3250 points)  
12 ADM, Corrections  
51 ADM, Operations, Highways & Transportation  
55 ADM, Policy & Financial Services  
57 ADM, Operations, Community Resources & Employment

## FACTOR 3: COMMUNICATION

### NOTES TO RATERS

1. This factor assesses the level of difficulty in influencing the actions or behaviours of others. This could be through partnerships, collaboration, knowledge transfer, persuasion, mediation, negotiation, and sector-based relationship building, etc. that can involve both internal and external stakeholders. These skills can be at any level in the factor.
2. Consideration is given to the regular and ongoing requirements in the job, not infrequent or occasional occurrences. Note: regular and ongoing does not imply preponderance. In the event that a job has regular and ongoing requirements at more than one level, the job will be rated at the higher level.

Note: To distinguish between levels 2 and 3, for example, consideration must be given to whether it is reasonable to assume the level 3 difficulty is on a regular and ongoing basis through: a) the nature of the interpersonal work environment; b) the number of people assigned the same role; and c) the organizational reporting context.

3. This factor includes information exchange, through listening, speaking or writing. However, the jobs must be directly involved in delivery of the message or have direct personal intervention. The creation of a strategy is assessed in factor one and the provision of guidance and counsel is also assessed in factor one.
4. This factor does not include supervisory-subordinate relationships which are considered in the Impact factor.
5. The list of examples in each level of this factor is not all-inclusive. Where a job's communication responsibilities are not referenced in the level definition examples, the rater must determine the equivalency.
6. Jobs at all levels are required to exercise courtesy, tact and diplomacy; maintain ongoing good working relationships with those with whom they may disagree; calm others who may be angry; establish rapport and develop an appreciation of the situation; provide assurances, support and empathy; and maintain confidences. As such, there is no need to document or assess these basic requirements.
7. Situations that are high profile could be rated at level 2, 3 or 4 depending on the nature of the issue and the nature of the incumbent's role in responding.
8. A higher level rating cannot be achieved if the human relations issue is caused by a known error by the position.
9. Each level is deemed to include the skills of the preceding levels.
10. "Standards" is an all-inclusive word intended to include conditions in acts, regulations, policies, contracts, and professional standards, etc.
11. "Agreements" is intended to mean obtaining co-operation for a course of action and there need not be a written agreement.

## FACTOR 3: COMMUNICATION

<p><b>Level 1</b> (100 points) The nature of the work requires the job to influence the actions or behaviour of others where the expectation is equivalent to one or more of the following:</p> <ul style="list-style-type: none"> <li>-transferring knowledge of factual information to enhance awareness and improve program access;</li> <li>-providing factual explanations such as the reasons for the existence of protocols/standards.</li> <li>-Entering into standardized agreements such as fee for service contracts.</li> </ul> <p><b>Benchmarks:</b> 10 Administrative Assistant, Compensation 22 Executive Director’s Assistant, Policy and Planning 38 Program and Financial Consultant</p>	
<p><b>Level 2</b> (350 points) The nature of the work requires the job to influence the actions or behaviour of others through education or persuasion on the application or interpretation of standards or principles. May include reaching agreements on approach, interpretation, timelines, resource requirements, priorities, etc where parties have a common interest or are primarily in agreement on principles and general direction. There may also be a requirement to mitigate public criticism in circumstances of this nature.</p> <p><b>Benchmarks:</b> 04 Director, Maintenance Enforcement 13 Human Resource Consultant 17 Classification Consultant 18 Precambrian Geologist 27 Executive Director, Strategic Sector Development 32 Project Manager 35 Regional Business Manager</p>	<ul style="list-style-type: none"> <li>- Includes jobs which may meet to obtain the input of or consult with client or stakeholder groups but where the agreement of the parties is not a prerequisite to a decision.</li> <li>- Jobs may be at this level whether applying a standard to others or challenging a standard being applied by others.</li> </ul>
<p><b>Level 3</b> (625 points) The nature of the work requires the job to reach agreements by influencing the actions or behaviour of others where there is a diversity of competing interests, multiple considerations and</p>	<ul style="list-style-type: none"> <li>- Requires agreement of the parties in arriving at the decision, not providing explanation or convincing others to accept decisions already made.</li> </ul>

<p>absence of standards. At this level, there is disagreement on principles and general direction. There may also be a requirement to mitigate public criticism in circumstances of this nature.</p> <p><b>Benchmarks:</b>  05 Director, Kilburn Hall  07 Regional Director  24 Director, Environmental Protection  28 Director, Communications and Public Education  31 Labour Relations Consultant  34 Manager, Trade and Logistics</p>	
<p><b>Level 4 (925 points)</b>  The nature of the work requires the job to influence the actions or behaviour of others where the expectation is equivalent to one or more of the following:</p> <ul style="list-style-type: none"> <li>-Direct personal communication intervention where issues, of the level of difficulty and sensitivity characterized at level 3, have been regularly recurring, or have been subject to long-term debate. There is a requirement to obtain broad stakeholder acceptance for long-term systemic improvements and allay general public concern.</li> <li>- Negotiations or intervention in negotiations where the urgency of the circumstances require relatively immediate resolution.</li> </ul> <p><b>Benchmarks:</b>  14 ADM, Industry Development  29 Executive Director, First Nations Lands and Resources  46 Executive Director, Labour Relations &amp; Mediation  64 ADM, Policy, Community Living Division and Disabilities</p>	<ul style="list-style-type: none"> <li>- “General public” is intended to mean broad provincial support. Issues, therefore, must be at a high profile level. However, being of high profile is only one of the criteria that must be met to be rated level 4.</li> <li>- Examples of jobs at this level are likely to require quick resolution for reasons of health and safety of the public or economic viability of a company (e.g., BM46)</li> </ul>

## FACTOR 4: CONDITIONS UNDER WHICH WORK IS PERFORMED

### NOTES TO RATERS

1. Assesses increasing levels of risk and demand inherent in the job. Consideration is given to exposure to events or situations that occur/exist during the performance of duties. It does not measure the feeling of risk, “potential conditions”, nor correctable conditions such as poor lighting or equipment, under-staffing, workload or manager-peer-subordinate relationship, or unclean facilities.

Demand assesses only those aspects of mental demand not considered to be commensurate in other factors:

- a. Mental demand associated with increasing levels of managerial or consultative expertise is considered commensurate with the levels in factor 1.
  - b. Mental demand associated with increasing levels of responsibility is considered to be commensurate with the levels in factor 2.
  - c. Mental demand that arises from working with people is commensurate with the level of communication in factor 3. The communication factor assesses increasing levels of interpersonal difficulty and, therefore, concentration necessary when interviewing, delivering presentations, leading meetings, mediating, negotiating, is already assessed. However consideration is given to mental demand associated with the requirement to respond to rude or impolite people or to individuals with learning, speech or sensory barriers
  - d. Mental demand associated with risk of injury is considered to be commensurate in the level of risk
2. All positions experience some discomfort and tiredness and have some unpleasant conditions/demands as represented by level one.
  3. This factor is a consideration of risk for persons suited to the assignment after safety and O. H. & S requirements, such as safety equipment etc., have been followed. Where there are known risks the required safety precautions are expected to be taken.
  4. Consideration is not given to conditions for which employees are already compensated – such as working undefined hours, standby pay, etc.
  5. The rating level for this factor is determined by totaling up the points associated with each degree of Risk and Demand to obtain the overall score. This overall score then falls within one of the three level point bands which determines the rating level for the job. For example, a job with 100% Degree 1 Risk (10 points), 80% Degree 1 Demand (10 points) and 20% Degree 2 Demand (20 points) has an overall score of 40 points. This falls within the 0 – 80 point band and a rating level for the job is 1A.

Frequency > Degree	A	B	C	D	Overall Score
	< 10%	11% - 40%	41% - 70%	71%+	Rating Level: Point Band:
Degree 1 Risk	0	10	10	10	Level 1A: 0-80

Degree 2 Risk	0	20	30	40	(110 points)	
Degree 3 Risk	0	30	60	120		
Degree 1 Demand	0	10	10	10	Level 2A: (140 Points)	90-160
Degree 2 Demand	0	20	30	40	Level 3A: (200 points)	170-240

## FACTOR 4: CONDITIONS UNDER WHICH WORK IS PERFORMED

### Level 1

The nature of the work places the person in conditions of work considered to be of low risk/demand after precautions have been taken. Representative examples include:

#### Risk:

- In-person contact with clients who have preventable or treatable communicable diseases (e.g., measles, chicken pox, influenza)
- Contact with substances such as glue, cleaning agents, toner, insects, motor oil/grease, dust, dampness;
- Exposure to unpleasant odors
- Working outdoors in extreme weather conditions

#### Demand:

- Stretching/bending
- Lifting, carrying pushing or pulling weights up to and including 18 kilograms
- Using keyboards or calculators
- Walking, standing
- Activities that usually do not confine the employee to a prescribed body posture
- Situations typically involving clients exhibiting impolite and unproductive behaviours.

### Level 2

The nature of the work places the person in conditions of work considered to be of moderate risk/demand after precautions have been taken and there is a requirement to perform the assigned duties. Examples of moderate risk/demand are:

#### Risk:

- Working with hazardous substances (e.g., asbestos, pesticides, dynamite)
- Conducting inspections of equipment while operating, trenches, mines, etc.
- Working in reach of wildlife/livestock

#### Demand:

- Climbing (tall ladders, hills), walking over rough terrain
- Lifting, carrying, pushing or pulling weight over 18 kilograms without mechanical aid
- Activities that require confinement of body posture where freedom does not exist to move about
- Rapid keyboarding with urgent deadlines, with expectation of being error free and properly formatted (dexterity)
- Situations typically involving clients who have significant communication barriers

**Level 3**

The nature of the work places the person in conditions of work considered to be of high risk/demand after precautions have been taken and there is a requirement to perform the assigned duties. Examples include:

**Risk:**

- Direct in-person physical intervention with individuals exhibiting threatening behavior
- Working on a forest fire fighter line
- Direct contact with bodily fluids carrying life-threatening communicable diseases, for which there is no vaccination, such as HIV