

# Out-of-Scope Benchmark Descriptors

For Out-of-Scope Government Employees

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Government  
— of —  
Saskatchewan

## Management Class Plan

### Benchmark Descriptors

The purpose of benchmark descriptors is to provide examples of work that represent the level determinants within a factor. They are not for the purpose of representing different types of work. They serve as a check on how the typical nature of duties or essence of the job relates to the particular equivalency statement or indicators in a factor.

*As such, benchmark descriptors are **concise summary statements** of the principle features of a job and how they relate to the specific factor. They are not intended to capture attributes that do not impact on the rating level.*

The number of benchmark descriptors should be kept to a minimum, as too many increases the complexity of the job evaluation system, makes maintenance of the plan difficult, and increases the potential for variations in application. Raters will have increased difficulty understanding all the benchmarks and the capacity of the system to function with integrity will be eroded if raters do not understand why the rating of a benchmark descriptor is different from a higher or lower benchmark.

Benchmark descriptors are necessary, in part, because there is a tendency for employees to want the plan to be “black and white” and not require judgment or interpretation. As the job evaluation factors/equivalency statements must be based on common, non-occupation specific criteria, it is not possible to write enough variables to capture all the unique duties and responsibilities that exist in the myriad of government jobs, such that judgment and interpretation would not be required. Moreover, the purpose of the job description is to outline responsibility in relation to the mandate/goals of the organization, not portray the job in the context of job evaluation criteria. Benchmark descriptors combined with equivalency statements or indicators enable consideration of the full content of any job.

**MCP Benchmarks List  
Factors and Levels**

BM #	Title	Factors and Levels		
		1	2	3
1	Executive Director, Population Health Health	5	9	
2	Deputy Director of Security, Saskatoon Correctional Centre, CPSP	4	6	
3	Senior Child Protection Program Consultant Social Services	4	6	
4	Director, Maintenance Enforcement Justice & Attorney General	4	6	2
5	Director, Kilburn Hall Corrections, Public Safety & Policing	4	6	3
6	Director, Child Day Care Social Services	5	7	
7	Regional Director, Regina Region Social Services	5	8	3
9	Senior Policy Advisor, Policy and Planning Executive Council	6	8	
10	Administrative Assistant, Compensation Public Service Commission	1	1	1
11	Assistant Deputy Minister Labour	6	9	
12	Assistant Deputy Minister, Corrections Corrections, Public Safety & Policing	6	10	
13	Human Resource Consultant Energy and Resources	3	4	2
14	Assistant Deputy Minister, Industry Development Energy and Resources		9	4
15	Administrative Assistant, Human Resources Corrections, Public Safety & Policing	2	2	
16	Human Resource Consultant Health	4	4	
17	Classification Consultant Public Service Commission	3	4	2
18	Precambrian Project Geologist Energy and Resources		5	2
19	Director, Coroner Services Justice	4	6	
20	Integrated Resource Manager Environment	4	6	
21	Manager of Budget Review Finance	5	8	
22	Executive Director's Assistant, Planning and Policy Labour	2	1	1

<b>23</b>	Director, Human Resources Highways and Infrastructure	<b>6</b>	<b>7</b>	
<b>24</b>	Director, Environmental Protection Environment	<b>5</b>	<b>8</b>	<b>3</b>
<b>25</b>	Senior Design Engineer Highways and Infrastructure	<b>5</b>	<b>7</b>	
<b>26</b>	Human Resource and Finance Administrator, Children's Advocate	<b>4</b>	<b>3</b>	
<b>27</b>	Executive Director, Strategic Sector Development Energy and Resources			<b>2</b>
<b>28</b>	Director, Communications and Public Education Justice / Corrections and Public Safety	<b>5</b>	<b>8</b>	<b>3</b>
<b>29</b>	Executive Director, Lands and Consultation First Nations and Métis Relations			<b>4</b>
<b>31</b>	Labour Relations Consultant Public Service Commission			<b>3</b>
<b>32</b>	Project Engineer Highways and Infrastructure		<b>4</b>	<b>2</b>
<b>33</b>	Manager, Branch System Solutions Health	<b>4</b>	<b>5</b>	
<b>34</b>	Manager, Trade and Logistics Highways and Infrastructure			<b>3</b>
<b>35</b>	Regional Business Manager Social Services	<b>3</b>	<b>5</b>	<b>2</b>
<b>36</b>	Manager, Farm Stress Unit Labour	<b>4</b>	<b>5</b>	
<b>37</b>	Manager of Community Planning Municipal Affairs	<b>4</b>	<b>7</b>	
<b>38</b>	Program and Financial Analyst Community Living Division, Social Services			<b>1</b>
<b>44</b>	Executive Director, Corporate Services Environment`	<b>6</b>	<b>8</b>	
<b>45</b>	Administrative Assistant Municipal Affairs	<b>1</b>	<b>2</b>	
<b>46</b>	Executive Director, Labour Relations and Mediation Labour Relations & Workplace Safety			<b>4</b>
<b>47</b>	Park Supervisor Tourism, Parks, Culture and Sport	<b>3</b>	<b>4</b>	
<b>48</b>	Director, Systems Services Industry and Resources (previous name)	<b>5</b>	<b>6</b>	
<b>49</b>	Senior Policy Analyst Justice & Attorney General	<b>4</b>	<b>5</b>	
<b>50</b>	Operations and Planning Engineer Highways and Infrastructure	<b>3</b>	<b>3</b>	

<b>51</b>	Assistant Deputy Minister, Operations Highways and Infrastructure		<b>10</b>	
<b>52</b>	Director, Science and Technology Curriculum and E-Learning Education	<b>5</b>	<b>7</b>	
<b>53</b>	Deputy Minister's Administrative Assistant Agriculture	<b>2</b>	<b>3</b>	
<b>54</b>	Judge's Administrative Assistant Justice and Attorney General	<b>2</b>	<b>1</b>	
<b>55</b>	Assistant Deputy Minister, Policy and Financial Services Agriculture and Food	<b>6</b>	<b>10</b>	
<b>57</b>	Assistant Deputy Minister, Operations Social Services	<b>6</b>	<b>10</b>	
<b>59</b>	Nursing Administrator, Valley View Centre Social Services		<b>4</b>	
<b>60</b>	Financial Management Analyst Finance	<b>4</b>	<b>5</b>	
<b>62</b>	Junior Protocol Officer Government Relations			<b>3</b>
<b>64</b>	Assistant Deputy Minister, Policy, Community Living Division and Disabilities Social Services			<b>4</b>
<b>65</b>	Manager, Remote Support Services Information Technology Office	<b>4</b>	<b>5</b>	
<b>66</b>	Executive Assistant to the Chair Financial Services Commission		<b>1</b>	
<b>67</b>	Director, Apprenticeship Apprenticeship and Trade Certification Commission		<b>7</b>	
<b>68</b>	Director, Finance, Accountability and Corporate Services First Nations and Métis Relations	<b>6</b>	<b>6</b>	

**Benchmark 01**  
**Executive Director, Population Health**  
**Health**

**January 3, 2008**

**Factor 1 (5)**

Reporting to the Assistant Deputy Minister, Population, Community and Primary Health Care, oversees the provision of specialized expertise and directs the planning, development, promotion, implementation and monitoring of strategies for disease detection and prevention, and health promotion, within the province. The position provides expertise and leadership to health authorities, third party agencies and professional staff in:

Development of strategies for disease control and immunization;  
Management of the Tuberculosis Clinic and associated programs;  
Program monitoring and evaluation of third parties such as the Canadian Blood Agency;  
Development and application of *The Public Health Act* and *The Tobacco Act*;  
Establishment of performance indicators and monitors standards for health inspections;  
Epidemiologic Research  
Promotion of a healthy life style for the citizens of the province (e.g., nutrition).  
Development of communication strategies on population health issues.

*Factor 1 Rationale:*

With the requirement to plan, develop and implement a number of distinct provincial health care strategies into an integrated population health vision, the job meets level 5. The position is not equivalent to level 6 as it reports to the Assistant Deputy Minister which has the final oversight role.

**Factor 2 (9)**

Impacts on the health and well-being of the overall provincial population related to all aspects of disease prevention and health promotion. Impacts on the control of diseases, viruses, influenzas, safety of the blood supply, water and food safety programs through immunization, inspection standards, strategy for new vaccines and public awareness to prevent illness including emerging issues such as SARS, West Nile Virus, Mad Cow Disease and HIV/AIDS.

Responsible for 4 Directors and approximately 45 staff in 4 branches: Disease Prevention and Health Protection, Health Promotion, Epidemiology Research and Evaluation Services, and the Office of the Chief Medical Officer. Responsible for budget expenditures over \$10 million, revenue of \$1.1 million and influences priority setting for another \$94 million of programs in the Regional Health Authorities.

**Benchmark 01**  
**Executive Director, Population Health**  
**Health**  
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*Factor 2 Rationale:*

The impact is greater than BM 24, Director of Environmental Protection. Issues of urgency and immediacy are more prevalent and frequent, and often affect the overall population as opposed to being localized such as in BM24. In addition, in cases where an environmental issue affects the health of the population, such as in water contamination, this branch becomes involved.

The work does not meet level 10 as the job reports to an ADM at that level.

**Benchmark 02**  
**Deputy Director of Security**  
**Saskatoon Correctional Centre**  
**Corrections and Public Safety**

**February 23, 2004**

**Factor 1 (4)**

Reporting to the Director, responsible for overseeing a diversity of programming: security, safe custody, admitting and discharge, kitchen, facilities maintenance, medical services, commissary and satellite facilities (e.g., dorms, camps) programs within one of four 24 hour/7 day a week correctional facilities. This job plans for and responds to issues that arise daily within each of the respective program/service areas (e.g., inmate complaints and appeals, work stoppages, group disputes, proposals for budget reductions, overcrowding, food service and medical supply shortages).

*Factor 1 Rationale:*

The job has pervasive planning and analytical requirements to modify and achieve positive outcomes in a number of program areas with disparate objectives. This planning role is equivalent to level 4, for analyzing needs, trends and program outcomes for the designated correctional facility.

As 1 of 4 Deputy Directors of Security in the province, the programs are delivered within the framework for all provincial correctional centres, planned by senior managers in the division. In this organizational context, the typical nature of the work does not require the development of long-range vision and strategy that is representative of level 5.

**Factor 2 (6)**

As 1 of 2 senior managers reporting to the Director (the other being the Deputy Director, Programs/Prison Industries), this position impacts on a significant segment of the institution's operations that houses 300 inmates. Impact includes:

health and safety of the inmate and staff population (250 staff);  
security of the institution and local community (e.g., prevent escapes);  
quality and timeliness of the services provided to inmates (e.g., meals, medical, maintenance, store services etc.).

The position impacts on the extent to which the media and public (e.g., stakeholder groups, community committees) understands and co-operates with those aspects of the center's policies and procedures concerning offender care, security, and/or custody.



**Benchmark 02**  
**Deputy Director of Security**  
**Saskatoon Correctional Centre**  
**Corrections and Public Safety**  
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The job has direct responsibility for 5 Assistant Deputy Directors, 8 supervisors and between 100 and 150 staff in a correctional center. In addition, has indirect or shared responsibility for between 50 and 100 staff reporting to other managers in the institution. Also, shares responsibility with the other managers for a total budget of approximately \$12 million.

*Factor 2 Rationale:*

The job's impact is greater than BM35, Regional Business Manager, which is responsible for human resources, budget/finance, information systems and property and procurement for one of 6 regions. In contrast, BM02 has broader and more direct responsibility for the safety and security of inmates, staff and surrounding communities in a 24/7 facility and for the provision of dietary, medical, maintenance and store services.

The job's impact is less than BM06, Director, Child Day Care Branch, which has independent or discreet responsibility for licensing 450 child care facilities and home providers and enforcing minimum standards (e.g., educational content, qualification of teachers, facilities, maintenance) in order to help protect the health, safety and well being of all children within licensed facilities as well as children in approximately 4,000 unlicensed facilities. Although BM02 is also responsible for the health and safety of 300 inmates, that responsibility is primarily localized to a single institution as opposed to the BM which is responsible for the care of all the children within child care facilities and home providers across the province.

**Benchmark 03**  
**Senior Child Protection Program Consultant**  
**Social Services**

**November 5, 2003**

**Factor 1 (4)**

Reporting to the Program Director, Child Protection, develops and implements the provincial child protection legislation, standards, policy, practice and case management methodology. With expertise related to child and family development and community development to address systemic child protection issues (e.g., abuse and neglect, child welfare matters), the job plans, develops and implements community based programs (e.g., the Parent aide/Family Support program). Provides expertise to ministerial regional management, community based organizations and other ministerial managers regarding child protection legislation and issues.

*Factor 1 Rationale:*

The job's role is to research and evaluate current caseload trends, jurisdictional practices and trends in order to develop child protection program strategies that reflect changes required. Although the role is to address systemic child protection issues through strategic planning approaches, the development of an integrated vision and strategy rests at a more senior level within the organization. In addition, there are 2 other program consultants who have a role in developing and implementing strategies relating to child protection in specific areas such as family violence and prevention of sexual abuse and exploitation.

**Factor 2 (6)**

The job impacts on the emotional and physical well-being of children and families in the province typically experiencing disadvantage through issues of abuse or neglect and the preservation and reunification of families. Also, impacts on the child protection services delivered through community based organizations to ensure consistent and effective application of program standards through delivery of training programs.

The job is responsible for the expenditure budget of \$1 million and has authority to direct regional staff with respect to appropriate application of standards and policy.

*Factor 2 Rationale:*

The impact is greater than BM49, Senior Policy Analyst, in that it has *sustained, ongoing responsibility* for standards and outcomes within a discrete program, whereas BM49 undertakes research in specific programs or issues as assigned with no ongoing responsibility for the delivery. Further differentiation from BM49 lies in the job's direct responsibility for a \$1 million budget and the authority to direct regional staff (matrix responsibility) where BM49 has neither a direct budget nor the level of matrix responsibility for others.

**Benchmark 03**  
**Senior Child Protection Program Consultant**  
**Social Services**  
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Although this job has no *direct* staff, in comparison to BM04, Director Maintenance Enforcement, there is direct authority for regional staff across the province in implementing child protection standards and policy. Its impact is on the effectiveness of an aspect of child protection services within the province and prevention of abuse and neglect while BM04 impacts on children and claimants with respect to one aspect with respect to disbursement of spousal maintenance monies (pre-determined by the courts). On balance this job and BM04 are equivalent.

Impact is less than BM25, Senior Design Engineer which has sole responsibility for the provincial highway design standards. While this job has a province-wide impact for standard setting for an aspect of child protection services, there are other consultants involved with other areas of child protection program standards such as family violence and prevention of sexual abuse and sexual exploitation.

**Benchmark 04**  
**Director, Maintenance Enforcement**  
**Justice**

**January 3, 2008**

**Factor 1 (4)**

Reporting to the Assistant Deputy Minister, manages a province-wide program to register, monitor and enforce child and spousal maintenance.

In the day-to-day management of the maintenance enforcement program, manages the collection and disposition of support payments. Provides a lead role in the development of Family Law policy, relating to those aspects of Child Protection associated with maintenance orders (e.g., support payments, custody and access, court and legal issues). Represents the ministry on various committees (e.g., single parent issues, Queen's Bench Judges Family Law Joint Committee regarding administrative aspects of the Family Court System). Provides guidance to the federal government on Child Support Guidelines and issues (e.g., computer initiatives, new enforcement avenues) and co-chairs the committee to implement Child Support guidelines in Saskatchewan.

*Factor 1 Rationale:*

This position is rated level 4 as it must proactively monitor and assess program outcomes and assess whether court decisions affecting maintenance orders are resulting in collection of required amounts and seek modification to improve the program.

Although the job manages a province-wide program, the development of specific policies and/or methods to obtain support payments is not equivalent to the intent of a comprehensive, integrative vision and strategy at level 5.

**Factor 2 (6)**

The position impacts on 40,000 claimants and respondents and 35,000 children. Impacts on the degree to which respondents and claimants perceive fairness and due process in the enforcement of court orders (e.g., denial of driver's license, cashing in pensions, etc.) including orders to/from other provinces and countries. Ensures accountability and security of automated and financial systems for the collection and disbursement of payments. Through involvement on various provincial and national committees, improves and streamlines the Family Court System and increases accessibility to financial information and availability of monies payable under maintenance orders.

Responsible for a team of 3 managers, 30 - 40 professional and support staff (including the safety of staff with volatile clients), \$1.6 million in expenditures and over \$30 million in revenues. Provides direction to 12 solicitors who represent the Director at Default hearings.

**Benchmark 04**  
**Director, Maintenance Enforcement**  
**Justice**  
**Page 2**

*Factor 2 Rationale:*

The job has similar scope of impact as BM36, Manager, Farm Stress Unit on clients across the province, but is responsible for a greater number of staff (40 vs. 9) and budget (\$1.6 million vs. \$400,000) and disburses \$30 million in maintenance payments. Impact of the job is extended beyond BM36 to ensure accountability of automated and financial systems and improving the Family Court Systems through provincial / national committee work.

In comparison to BM06, Director, Child Day Care both jobs are provincial programs and impact on a comparable number of clients. As well, there is not a significant difference between the jobs with regards to staff and budgetary responsibilities. However, BM06 is rated higher because it impacts more directly on all aspects of the day care operations (legislation, licensing, staff qualifications, dietary standards, physical safety, financial systems, educational content, etc.). BM04, on the other hand, impacts on a single aspect of client well-being – disbursement of maintenance payments and the administrative processes required to secure maintenance payments as determined by the courts (the majority of which are voluntarily submitted).

Factor 3 (2)

Convinces clients that the action taken on a particular file is appropriate and reasonable and is in accordance with legislative and regulatory constraints on the collection of maintenance.

*Factor 3 Rationale:*

Explaining judgments regarding the application of legislation exceeds the exchange of factual information at level 1 and is equivalent to level 2. The job is not equivalent to level 3 as situations relate to resolving individual client disagreements as opposed to reaching an agreement with a number of parties with a diversity of competing interests. There is no requirement to reach agreement as the enforcement action will be taken whether agreement is reached or not. Further, there is no regular requirement to meet with stakeholder groups on sensitive issues to mitigate public criticism.

**Benchmark 05**  
**Director, Kilburn Hall**  
**Corrections and Public Safety**

**January 3, 2008**

**Factor 1 (4)**

Reporting to the Director of Custody Programs, manages the operation of Kilburn Hall Youth Centre and provides overflow for Yarrow Youth Farm.

Provides expertise in the application of social work theory and practice, family services programs, and the Young Offender Program. Balances resident/staff needs and care/custody issues in a 24-hour facility and develops new programming (e.g., Intensive Case Management Unit for violent and aggressive youth, cultural/spiritual programs, accredited educational programs).

*Factor 1 Rationale:*

Kilburn Hall is one of several custody programs across the province and the position modifies the programming in context of the overall vision and direction that the Director, Custody Programs develops. In this context, the position is not rated at level 5 as the management of one youth centre in the province is not equivalent to the development and/or management of a provincial function. Rather, the nature of the work is equivalent to level 4 where the typical operational planning role requires expertise and analysis of needs and trends in the development of new programming within existing vision and direction.

**Factor 2 (6)**

For Saskatoon and the Northern Region directly impacts on the safety and security of residents, staff and the community. Ensures the emotional, medical and educational needs are met of, on average, 45 12-17 year olds at any given time (e.g., treatment programs, assessment and stabilization, cultural/spiritual, educational, recreational programs, crisis intervention, facility maintenance, dietary). Approximately 4,000 residents are treated over the course of a year. Program delivery reduces the risk of residents re-offending.

Responsible for a team of managers, 6 team leaders and 140 staff with a \$4.2 million budget.

*Factor 2 Rationale:*

The job's impact is greater than BM35, Regional Business Manager, which is responsible for delivery of human resources, budget/finance, information systems and property and procurement services to one of 6 regions. BM35 also has less staff and budget (23 staff, a budget of \$0.5 million versus 140 staff and \$4.2 million direct budget) with some influence on \$20 million to ensure accuracy of allocation and tracking of costs.

**Benchmark 05**  
**Director, Kilburn Hall**  
**Corrections and Public Safety**  
**Page 2**

BM06, Director, Child Day Care, is stronger than this job because it is responsible for developing and delivering all aspects of a provincial program impacting on 450 licensed child day care facilities and investigating complaints about 4,000 unlicensed care givers whereas this job is the director of one youth facility in the province.

Factor 3 (3)

Investigates complaints and allegations (e.g., alleged abuse of a resident by another resident), by interviewing staff and residents to obtain the facts of the case and determining any underlying issues that may have precipitated the complaint/behaviour. When the findings of the claim substantiate the allegations, the job mediates between the parties to come to agreement on how to address similar behaviour problems in the future, or refers the case for criminal charges, depending on the nature of the complaint.

*Factor 3 Rationale:*

The job is equivalent to level 3, as the nature of these disagreements requires direct communication intervention on sensitive and highly charged issues. The clientele and a 24/7 operation creates conditions where resolution of these issues are frequent requiring resolution through mediation, negotiation of local agreements and investigative responses.

The job is not equivalent to level 4 as negotiations do not require immediate resolution. Nor is there a requirement for direct communication intervention to obtain broad stakeholder acceptance for long-term systemic improvements and allay general public concern.

**Benchmark 06**  
**Director, Child Day Care**  
**Social Services**

**March 18, 2004**

**Factor 1 (5)**

Reporting to the Senior Associate Executive Director, Employment and Income Assistance, directs the development and delivery of Saskatchewan's child day care services.

The job is substantially relied upon regarding early childhood development theory and practice to develop, implement and monitor related legislation, regulations, licensing of facilities, and safety and service delivery standards (e.g., qualifications of staff, dietary standards, physical safety of the facility). The job also addresses such issues as: changes in funding by the Federal Government; determining how other support programs connect to subsidy eligibility; improving access of children with disabilities to child care facilities. Planning also requires shifting resources to ensure accessibility by clients.

*Factor 1 Rationale:*

The typical nature of the delivery of child day care services is not equivalent to level 6 for having final oversight responsibilities for functions and strategies to advance ministry direction. Rather, develops and manages a provincial function (childcare programs and facilities) that requires integration of a number of components (e.g., licensing of facilities, qualifications of staff, dietary standards, physical safety of the facility, etc.) into a discrete vision and direction for child day services in the province. This is equivalent to level 5.

**Factor 2 (7)**

On a province-wide basis, impacts on the safety and well-being of children in day care facilities and home providers. The job ensures necessary qualifications of staff, dietary standards, physical safety of the facility, and a framework for learning to prepare children for success in the school system. Impact extends to providing financial support for families in or entering the labour force with high priority given to reducing poverty.

Impacts on approximately 450 licensed child day care facilities and home providers in the province to ensure licensing and operational requirements are met. Ensures appropriate funding levels, grants and subsidies are disbursed to day cares and impact extends to ensuring accountability and security of the financial systems used to disburse grants and subsidies. Through a complaint process, monitors adherence to regulations of 4,000 unlicensed care givers impacting 90,000 children.

Responsible for a team of 6 managers and 20 professional and support staff with a budget of \$19 million (grants and subsidies).



**Benchmark 06**  
**Director, Child Day Care**  
**Social Services**  
**Page 2**

*Factor 2 Rationale:*

In comparison to BM04, Director, Maintenance Enforcement, both this job and BM04 have responsibility for a provincial program as well as comparable staff and budget responsibilities. However, this job is stronger than BM04 because it impacts on all aspects of the day care operations (e.g., legislation, licensing, staff qualifications, dietary standards, physical safety, financial systems, learning framework, funding for operations). BM04 impacts on one aspect of client well-being – disbursement of maintenance enforcement payments and ensures effective administrative processes to secure maintenance payments as determined by the courts (the majority of which are voluntarily submitted).

Although a provincial program affecting all aspects of operating a day care, this job is not as strong as BM07, Regional Director, Regina Region. BM07 is responsible for delivering programs impacting on more areas of the child's and family's life (e.g., child protection, adoption, family preservation, income security, sexual abuse treatment, etc.). In addition, BM07 is responsible for a larger client base, has greater staff (300 versus 26), and budget (\$85M versus \$19M).

**Benchmark 07**  
**Regional Director, Regina Region**  
**Social Services**

**January 4, 2008**

**Factor 1 (5)**

Reporting to the Associate Deputy Minister, manages the delivery of social services programs for the Regina Region. Programs include financial assistance, family services and career and employment programs.

The position is substantially relied upon for providing human services expertise in community and resource development concepts and strategies. Planning involves integration of programs within the region to develop solutions to resolve local human service issues such as hunger, teen parenting, employment training and family support in conjunction with community organizations, local government and other ministries. Service delivery is also integrated through community agencies and organizations (e.g., school boards, Ministry of Education, municipal affairs, police services, health district, etc.).

*Factor 1 Rationale:*

While the job operates within the context of centralized standards, it has an equal role with central office with respect to development of vision and strategy to ensure effectiveness at the regional level. The planning role is equivalent to level 5 due to the integration requirements involved in delivering the majority of the ministry's programs (22) at the regional level. Central program managers are responsible for establishing the frameworks for the different programs delivered in the regions. The position does not meet level 6 as it does not report to the Deputy Minister.

**Factor 2 (8)**

Impacts on all clients involved in social services programs delivered in the region to provide clients with the skills to enhance career prospects and experience less welfare dependency, child abuse and family violence. The extent of impact is demonstrated through the diversity of programs including: Income Security, Career and Employment Services, Family Services Programs, Dales House and 90 contracts with 60 agencies. There are 22 programs including Youth Protection, Resource Development, Sexual Abuse Treatment Unit and Family Builders, Adoption/Teen and Young Parent Program, Family Preservation, Family Connections, Dales House, Eden House, 16-17 Year Old Program, Income Security Intake, Verification, Alternative Measures, Community Outreach, Accounts, Records, Clerical and Program Support, etc. Also impacts on career and employment services in the region (e.g., career counseling, training, resume writing, employment programs through partnerships with industry and business). Client numbers are approximately 26,000.

**Benchmark 07**  
**Regional Director, Regina Region**  
**Social Services**  
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The job is responsible for a team of 7 managers and 300 staff in positions of trust and a budget of \$85 million. Impact includes ensuring accountability and security of financial and program information and control systems.

*Factor 2 Rationale:*

Although BM24, Director of Environmental Protection is a provincial program and BM07 is a regional job, they are deemed to be equivalent as BM07 has a greater number of staff (300 versus 40), is responsible to ensure the safety of the staff in a volatile environment, and ensures the delivery of all ministry programs within the region (career and employment programs and 22 financial assistance and family services programs to 26,000 clients).

While BM06, Director, Child Day Care has provincial impact on children and families and the topic position has a regional scope, the topic position's impact extends to a greater client base. Impact of children and families associated with licensed day care facilities in the province is less in scope and depth than the impact on all social services clients within a region experiencing welfare dependency, child abuse, family violence, sexual abuse treatment, family builders, family preservation, etc. Further, the topic position has significantly more budgetary and staff responsibilities (i.e. \$85M versus \$19M and 300 staff versus 26).

The position is not as strong as BM01, Executive Director, Population Health which impacts on health and well-being related to all aspects of disease prevention and health promotion on all citizens in the province. BM01 impacts on control of viruses, influenza and blood supply, water and food safety, etc. and emerging health issues such as SARS, West Nile, HIV/AIDS, Mad Cow Disease, etc. Although it has less staff, BM01 has a significant impact on the overall health of the population, provincially, as opposed to BM07 which impacts on the well-being of a portion of the population within one of 6 regions.

**Factor 3 (3)**

This position mediates and negotiates with the employers in hiring individuals receiving assistance, conveys the critical nature of employment for people and advocates the strengths of people to add value in the labour market. Preparing and attaching low-income people, with minimal labour market qualities to employer vacancies in a changing environment is difficult when employers are not receptive. Employers are against hiring without financial incentive and the ministry cannot provide financial incentive. Parties involved are training institutions, employers, clients, Regional Colleges, CBOs, government agencies, First Nations and Metis organizations.

**Benchmark 07**  
**Regional Director, Regina Region**  
**Social Services**  
**Page 3**

*Factor 3 Rationale:*

There are deep rooted assumptions held by the private sector regarding the individuals who are served by the ministry, thus, presenting additional barriers to individuals becoming employed and their ability to be successful and independent. Other barriers include limited skills, cultural issues, limited experience with the public, criminal records, etc. In this regard, the level of difficulty to mediate and negotiate with employers, clients, Regional Colleges, CBOs, government agencies, First Nations and Metis organizations to employ clients of the ministry meets level 3. There is a requirement of the position to gain agreement where there is an absence of standards/incentives and a diversity of competing interests.

Achieving agreement is not equivalent to level 4 as the issues do not require immediate resolution, nor are they of the nature that requires obtaining broad stakeholder acceptance for long-term systemic improvements.

**Benchmark 09**  
**Senior Policy Advisor, Policy and Planning**  
**Executive Council**

**October 4, 2013**

**Factor 1 (6)**

This position is one of five senior policy advisors reporting to the Associate Deputy Minister to the Premier who is a permanent head equivalent and a member of the Committee of Deputy Ministers. Serving as staff to the Premier, Cabinet, and the Committee on Planning and Priorities, a sub-committee of Cabinet, develops broad government social and economic policy. Makes recommendations on public policy direction including balanced advice regarding public and stakeholder sensitivities and alternative courses of action that are both strategic and proactive.

Provides expertise on issues having provincial, national and/or international impacts and the development of sound public policy and government's evolving agenda. Facilitates, influences and supports government's decision-making processes by advising senior ministry staff on content of, and recommendations in, submissions to Cabinet and Cabinet Committees. Manages the evolution of an issue, policy or strategic policy framework for Cabinet's consideration. Keeps abreast of developments in other jurisdictions, develops new concepts and influences their adoption where appropriate, and demonstrates leadership in supporting a change agenda. Leads and participates in inter-ministry committees and projects of broad government interest.

*Factor 1 Rationale:*

As a senior policy advisor to the Permanent Head equivalent and the Cabinet Committee on Planning and Priorities this position develops broad government social and economic policy. This meets the consultative requirements equivalent to level 6 with final oversight for functions and strategies to advance ministry or government direction.

**Factor 2 (8)**

One of five senior policy advisors responsible for ensuring clarity of issues and inclusion of well-developed alternatives/options for Cabinet's consideration so that the final decision item (Cabinet document) reflects sound analysis, innovative solutions and choices, is sensitive to public needs and attitudes, and is consistent with government's direction. This position performs this responsibility for a portfolio of government ministries and agencies, impacting on the development of government's social and economic agenda and policy priorities. Position participates in, as well as leads, various inter-ministerial teams to ensure the overall strategic direction of ministries meets government direction and that key cross government strategies are met. As well, position ensures sound decisions are made in regard to expenditures and revenue policies. For example, the BM brings a government-wide perspective to an interdepartmental committee of senior officials who have recommended a major policy shift which will

**Benchmark 09**  
**Senior Policy Advisor, Policy and Planning**  
**Executive Council**  
**Page 2**

alter the funding support for education in the province. If this is adopted it will result in funding being provided by the school property tax vs. the provincial Treasury. While policy work is done at the ministry level, the BM is in a favorable position to provide a broader perspective on the development of these policies and policy frameworks to ensure alignment with government direction and to advise on conflicts, opportunities and alternatives. Cabinet decisions informed by this position impact many levels of government's stakeholders and the public as well as the financial position of the government. Advice provided to ministries affects the development and delivery of government programs and policies.

As well, the BM enhances policy skill development across government through the development of training materials, and the delivery of workshops to enhance the overall policy capacity in the public service.

*Factor 2 Rationale:*

This job is stronger than BM06, Director, Child Day Care, which impacts on one specific aspect of social policy (i.e., 450 licensed child day cares and 7200 children) whereas this job impacts on the development of broader social and economic policy for a portfolio of government ministries.

Although this job is one of 5 which impact on the development of social and economic policy for government, it is not as strong as BM14, ADM, Industry Development, which impacts on the climate for creation, growth and attraction of businesses and co-operatives in the province in all sectors of the economy. BM14 plans and formulates programs, policies and initiatives for, and is responsible for delivery of, provincial economic development services through eight regional offices, significant projects, and building partnerships with community based programs. Additionally, BM14 is responsible for 80 staff whereas this job has none.

**Benchmark 10**  
**Administrative Assistant, Compensation**  
**Public Service Commission**

**January 3, 2008**

**Factor 1 (1)**

Reporting to the Director of the Compensation Branch, provides administrative and research support for the branch.

Manages the office including setting up and maintaining the filing systems, organizing phones, furniture and equipment; verifies Order-in-Council requests prior to processing; verifies employee eligibility upon receipt of ministry performance pay submissions and audits proposed ministry expenditures; verifies invoices and tracks / forecasts the branch's budget; and checks CDI's, briefing notes, and Ministerial letters prior to forwarding to the Chair's office.

*Factor 1 Rationale:*

The position's role is equivalent to level 1 as it typically involves administrative planning within the branch (as opposed to across the ministry required at level 2) and requires adhering to established procedures and requirements (e.g., Order-in-Council forms are completed). Since documents headed for the Minister's Office are forwarded through the Chair's Office for final checking, the position is not equivalent to level 2. Nor does the position have any day to day management of programs or projects.

**Factor 2 (1)**

Impacts on the availability of information for the Director and six professional staff by ensuring branch filing and log systems are kept up to date. Ensures documents are processed within established formats, deadlines, and eligibility requirements (e.g., orders-in-council, requests for Deferred Salary Leave, performance pay). Also, impacts on the accuracy of the branch's expenditures and budget.

*Factor 2 Rationale:*

BM15, Administrative Assistant, HRB has a greater scope of impact than the topic position as it impacts on two ministries through ability of to hire summer students (i.e., administering the summer student program) and their employees through processing and understanding of their benefit plans.

**Benchmark 10**  
**Administrative Assistant, Compensation**  
**Public Service Commission**  
**Page 2**

Factor 3 (1)

The communication role involves influencing others to provide timely service (e.g., with respect to furniture acquisitions and office space issues); training branch staff regarding basic computer functions.

The position is also expected to respond to ministries' questions on process such as Orders-in-Council and out-of-scope performance pay; to requests for information (e.g., meal and kilometer allowance, out-of-country travel, hotel/motel rates, pay information, etc.); and to jurisdictional surveys for salary and benefit information and includes contact with surveying organizations to clarify information required.

*Factor 3 Rationale:*

Since the nature of the conflict requires communication of primarily factual information and explanations for protocols and standards, the position is equivalent to level 1. While conflict does arise with other parties who may not understand the information being relayed, the nature of the disagreement is not such that is required to change people's perceptions, provide interpretation on information, or mediate/negotiate an agreement as required at level 2.



## **Benchmark 11**

Assistant Deputy Minister, Labour

January 4, 2008

### **Factor 1 (6)**

Reporting to the Deputy Minister, oversees the following functional areas:  
delivery of strategic support services of human resources, finance and administration for the Ministry of Advanced Education, Employment and Labour and Labour Relations Board;  
Labour Standards program development and delivery;  
Workers' Advocate program development and delivery; and  
ministry strategic plan co-ordination.

Integrates cross-ministry programs and policies through the overall strategic planning process. Expertise of provincial and national labour environment and issues is necessary to balance the needs of stakeholders (i.e., employees, employers and unions) and manage public interest and sensitivities. For example, where First Nations believe they should be exempt from provincial labour legislation; or where a change in service delivery strategy is required to change the perception of employers regarding the value of labour legislation. Influences WCB policies and legislation.

#### *Factor 1 Rationale:*

The job is equivalent to level 6 as it reports to the Deputy Minister and has an oversight role for multiple functions in the ministry when combined advance ministry direction substantially. This is done through integrating a number of cross-ministry functions (human resources, finance and administration and strategic policy) in addition to the program and service areas such as Occupational Health and Safety, Labour Standards, Worker's Advocate and Labour Relations and Mediation.

### **Factor 2 (9)**

Impacts on all provincial employees and workplaces through equitable labour law application and affecting the public's understanding and perception (e.g., employers who think labour laws benefit employees only). Also impacts on employers and employees affected by Workers' Compensation (WCB) claims (approximately 1,400 annually) to ensure consistent, adequate and fair compensation to all claimants and address systemic workplace injury and educational gaps.

The position impacts on all programs and services in the ministries (including Women's Secretariat and Labour Relations Board agencies totaling 190 employees) through delivery of ministry human resources and finance/administration support services. This job also has matrix reporting responsibilities impacting cross-ministry program and policy issues through directing the annual strategic planning process.

Responsible for the work of 50 staff and a ministry budget of \$13.4 million.

Benchmark 11

**Assistant Deputy Minister, Labour**

**Page 2**

*Factor 2 Rationale:*

Although BM09 has broader policy contribution than this job in the development of social and economic policy for a portion of government (shared with 4 other policy advisors), this job is stronger than BM09. In addition to the policy responsibility that directly impacts all ministry programs and services, this job has direct impact on two province-wide programs and internal impact on the ministry for delivering two support services (human resources and finance and administration). This job has 50 staff whereas BM09 has no staff.

BM51, ADM, Operations, Highways and Infrastructure is stronger than BM11 as it has broad impact on the development and maintenance of all aspects of provincial highway, bridge and airport infrastructure (engineering services, standards development, transport compliance, facilities operation and trucking industry programs) ensuring the safe and efficient movement of people and goods on provincial highways. In addition, BM51 has responsibility for 1200 staff with a greater burden of responsibility with respect to the safety of the staff during highway construction and maintenance projects and the public with respect to the design of highways.

## **Benchmark 12**

Assistant Deputy Minister, Corrections  
**Corrections, Public Safety & Policing**

February 10, 2003

### **Factor 1 (6)**

Reporting to the Deputy Minister, leads the strategic direction of the province's corrections system establishing the vision, policy and programs. Integrates national jurisprudence, inter- and intra-ministry program strategies (e.g., offender reintegration involving Social Services, Education and Justice) and new and emerging philosophies (e.g., alternatives to incarceration). Manages public interests and sensitivities and identifies environmental and political issues surrounding public safety (e.g., should prison breaks or carrying out offender supervision within the community jeopardize the public) and the protection of rights and freedoms of offenders, staff, victims and the public at large. Also involves management of public needs and ramifications such as police, judiciary, prosecutors, lawyers, and aboriginal organizations through legislative and policy development.

#### *Factor 1 Rationale:*

The job is equivalent to level 6 as the position reports to the Deputy Minister and the typical nature of the role requires overseeing and establishing frameworks for the government's corrections strategy.

### **Factor 2 (10)**

Impacts on public protection, the well-being of communities and the safety of staff and inmates at all provincial correctional facilities. There are approximately 6,100 individuals in the corrections system. Responsible for all decisions and risks associated with the corrections system such as: the operation of 4 provincial institutions, several community facilities (e.g., CTR, camps) as well as probation, alternative sentencing and offender reintegration programs. Ensures the emotional, medical and educational needs and rights of individuals are met (e.g., treatment programs, assessment and stabilization, cultural/spiritual, education, recreational programs, crisis intervention, facility maintenance and dietary). Impact extends to the families, communities and public in addressing their expectations and how they perceive the fairness of the system.

Impacts on services of, and agreements with, other divisions, ministries, governments, agencies and organizations associated with the criminal justice system.

Responsible for 8 managerial staff and approximately 1000 employees. Controls budget expenditures of \$60 million and revenues of \$.7 million.

**Benchmark 12**  
**Assistant Deputy Minister, Corrections**  
**Corrections and Public Safety**  
**Page 2**

*Factor 2 Rationale:*

BM14, ADM, Industry Development has a broad impact on the creation and growth of the provincial economy through development and delivery of economic programs and services, while this job has direct impact affecting the emotional, medical and educational needs of a large client group (6,100) as well as impact that extends to families and the protection of public communities. Although BM14 is equivalent to this job with respect to impact on programs and services, the resource management responsibility for this job is significantly greater and more onerous. Due to the volatile environment in which staff work and the number of staff (1,000 versus 80) and a significantly greater budget (\$60 million versus \$9.4 million) this job has greater overall scope of impact than BM14.

**Benchmark 13**  
**Human Resource Consultant**  
**Energy and Resources**

**January 3, 2008**

**Factor 1 (3)**

As the fourth organizational level of human resources within the ministry and reporting to the Assistant Director of Human Resources, provides HR consultative services on a portfolio basis to ministry managers and employees of Energy and Resources, the Information Technology Office and the Ministry of Northern Affairs. The range of HR issues includes staffing, interpersonal conflicts, performance issues, learning and development, etc.

*Factor 1 Rationale:*

Level 4 is not met as the nature of work in the ministry as well as the position's access to several supervisory levels of HR managers, is such that the position's typical role is to provide assessment and counsel to managers on the application of established criteria which meets level 3.

**Factor 2 (4)**

Contributes to organization alignment, effectiveness of organizational and cultural change initiatives and the ability to attract and retain employees, deliver programs and services and meet overall ministry goals. Impacts on the consistency and application of human resource policies and regulations, common law, *The Public Service Act*, Collective Bargaining Agreements, human rights legislation, labour standards, O.H. & S. etc. Impacts on managers' and employees' understanding of collective agreements, acts and regulations, rights and privileges.

One of three positions which share impact on 400 employees, and two other agencies with approximately 50 employees.

*Factor 2 Rationale:*

This job's impact is greater than BM50, Operations and Planning Engineer, which impacts on case by case construction improvements. In contrast, BM13 is responsible to ensure consistent application of human resource standards in its assigned area of the ministry.

The job's impact is equivalent to BM17, Classification Consultant, which is one of 7-8 consultants impacting on classification levels for individual reviews and on perceptions of equity within the classification plans of executive government. An assigned portfolio for each consultant ranges from approximately 800-3000 employees. BM13 impacts on fewer clients but has more diverse program delivery in the full range of HR issues.

**Benchmark 13**  
**Human Resource Consultant**  
**Energy and Resources**  
**Page 2**

This job's impact is less than BM35, Regional Business Manager, which provides services to a comparable number of clients as BM13, but impacts, in addition to human resources, on information systems, budget, property management, finance and contract administration for a number of worksites. In addition, BM35 is responsible for 26 staff, a direct budget of \$.5 million, and co-ordinating a budget of \$20 million versus BM13 which has none.

**Factor 3 (2)**

The position has a regular and on-going requirement to educate and communicate the application of a range of HR principles, policies and standards to managers. For example, the position persuades managers of the need to pursue a particular course of action by explaining the provisions of the Collective Agreement, *The Public Service Act* or Human Resource policies that apply to the situation and why they must be adhered to.

*Factor 3 Rationale:*

While managers or employees may disagree with the policies or standards, the nature of the communication role meets level 2 for influencing the actions or behaviour of others on issues of interpretation, approach, timelines, resource requirements, priorities, etc.

Level 3 is not met as there is not a regular and ongoing requirement to mediate or negotiate in situations where there is a diversity of competing interests, absence of standards or a requirement to interpret behaviour. Though this requirement may arise from time to time, the nature of clientele in the ministry does not result in this level of communication occurring on a regular or on-going basis.

## **Benchmark 14**

ADM, Industry Development

January 3, 2008

### **Energy and Resources**

#### **Factor 2 (9)**

Impacts on all sectors of the economy to enhance climate for creation, growth and attraction of businesses and co-operatives in the province. Impacts on the province's job creation and investment activity through development of programs, policies and initiatives (e.g., Synchrotron – Canadian Light Source) in eight regional offices. Impact of economic development services is further extended through building partnerships with community based programs (e.g., Neighbourhood Development Organization, Regional Economic Development Authorities (REDA), Small Business Loan Association, Co-ops, Youth PACE) and sharing in federal/provincial programs delivered through the Canada-Saskatchewan Business Service Centre in Saskatoon.

Directs approximately 80 staff, \$9.4M budget and \$2.5 M in REDA grant funding.

#### *Factor 2 Rationale:*

While BM24, Director, Environmental Protection has provincial environmental impact on renewable resources (air, land and water) through sustainability of the eco-system, this job has broader impact on all sectors of the provincial economy through providing creation, growth and attraction of businesses and co-operatives. BM24 affects specific industrial, municipal and commercial enterprises (e.g., landfills, industrial sites) through policy and program development whereas this job impacts the development and delivery of economic development programs and services in all sectors of the economy throughout the various regions. With the exception of the recycling programs that BM24 develops and delivers, all renewable resource programs are delivered through regional staff not reporting to BM24.

BM57, ADM, Operations, Social Services has greater impact with direct responsibility and accountability for the design and delivery of 22 social and related financial programs as well as the Career and Employment services delivered through Canada-Saskatchewan Centres. In BM14 impact is less direct as there are many factors, other than the job, that contribute to the economic and business growth in the province. In addition, BM57 has responsibility for 1000 staff whereas BM14 has 80.

## **Benchmark 15**

Administrative Assistant, Human Resources

January 4, 2008

### **Corrections, Public Safety & Policing**

#### **Factor 1 (2)**

Reporting to the Executive Director, Human Resources servicing CPSP, provides administrative support services to the Executive Director and staff of the HR branch and administers the summer student program and employee benefits programs for the ministry.

The position is substantially relied upon for the independent day-to-day administration of benefits programs and the summer student program. This includes: responding to employees' inquiries as to how the different programs apply to their particular circumstances; verifying information on claims for death benefits, Workers' Compensation and Disability; refunding Workers' Compensation cheques to vote and adjusting sick leave credits; collecting needs for summer students from ministry branches, requesting referrals from PSC, matching referrals to branch needs, and processing paperwork from commencement to termination. Develops administrative procedures for the branch (e.g., Minister's referrals and briefing notes, bring forward, filing and grievance systems,) and the ministry (e.g., paperwork processes for benefits programs). Provides secretarial and administrative support to the Director and branch including: typing correspondence and reports (e.g., grievances, discipline, responses to harassment investigations, bargaining proposals, strike contingency plan); schedules meetings; makes travel arrangements; maintains supplies inventory.

#### *Factor 1 Rationale:*

While the role of the job includes providing secretarial and administrative support of a nature that meets level 1, the typical nature involves explanation of applicable benefits programs by comparing the employees' situations to plan criteria. If situations require research and/or interpretation as required at level 3, the position discusses the case with the supervisor, Public Service Commission, Workers' Compensation Board or Public Employees' Benefits Agency. Maintaining statistics on benefits usage does not require research and choice from a variety of solutions as required at level 3.

#### **Factor 2 (2)**

Ensures the ministries' employees are enrolled in benefit plans (e.g., Workers' Compensation, Disability Plans, Dental Plan, Group Life, Superannuation Plans) and contributes to employees' understanding of their benefit plans. Ensures the ministries' needs are met with regards to filling vacancies under the summer student program.



**Benchmark 15**

Administrative Assistant, Human Resources

**Corrections, Public Safety & Policing****Page 2**

Responsible for one secretarial support position and provides direction to staff within the ministry regarding the administration of the benefits programs.

*Factor 2 Rationale:*

Although both jobs have responsibility for providing secretarial and administrative support impacting on the image and smooth operation of their respective offices, this job is stronger than BM54, Judge's Secretary, because it also impacts on the administration of benefits programs and the summer student program in a large ministry.

BM50, Operations and Planning Engineer impact is external on the travelling public through ensuring site specific roadway or roadside improvements within the region. While there are two of these engineers within a region, the extent of impact on the traveling public is greater than the topic position impacting on the administration of a benefits program within a ministry.

## **Benchmark 16**

Human Resource Consultant  
**Health**

January 3, 2008

### **Factor 1 (4)**

Reporting to the Director, Human Resources, provides consultative services to managers and employees within assigned branches within the ministry on human resource issues such as performance management, re-organizations, grievances and harassment, and change initiatives, etc.

#### *Factor 1 Rationale:*

With respect to these situations, the job provides assessment and counsel to senior managers on the potential options and resulting ramifications to employees. As such, the consultative role goes beyond the application or provision of guidance around existing standards or confirmation of judgments through supervisory positions/subject matter consultants as spoken to at level 3.

Rather, the prevalence of these issues and the direct reporting relationship to the Human Resource Director requires that the level of expertise applied is more indicative of level 4 in the assessment of management practices, where outcomes are not likely to be clear.

### **Factor 2 (4)**

Contributes to organization alignment, effectiveness of organizational and cultural change initiatives, the ability to attract and retain employees, deliver programs and services and meet overall ministry goals. Impacts on the consistency and application of human resource policies and regulations, common law, *The Public Service Act*, Collective Bargaining Agreements, human rights legislation, labour standards, O.H. & S., etc. Impacts on the managers' and employees' understanding of collective agreements, acts and regulations, rights and privileges.

Responsible for the provision of human resource consulting services to approximately 25 to 30 senior managers and 225 to 250 employees in assigned areas of the ministry.

#### *Factor 2 Rationale:*

This job's impact is greater than BM50, Operations and Planning Engineer, which impacts on case by case construction improvements. In contrast, BM16 is responsible to ensure consistent application of human resource standards within its assigned area for the ministry.

This job's impact is less than BM35, Regional Business Manager, which provides services to a comparable number of clients as BM16, but impacts, in addition to human resources, on information systems, budget, property management, finance and contract administration for a number of worksites. In addition, BM35 is responsible for 26 staff, a direct budget of \$.5 million, and co-ordinating a budget of \$20 million versus BM16 which has none.

**Factor 1 (3)**

Reporting to the Manager, Classification Operations, manages classification equity within a ministry portfolio assignment through consistent interpretation and application. In response to specific position requests analyses, interprets and applies established classification standards to individual job descriptions within the context of the organization. This includes provision of advice to managers and human resource professionals relating to classification standards and classification implications of organizational change. From time to time may be assigned occupational or organizational reviews or responsibility to provide advice to peers regarding classification of jobs within a limited area of occupational expertise (e.g., classification of accountants).

*Factor 1 Rationale:*

Level 4 is not met as the job's typical role is the interpretation of existing standards in delivery of day-to-day classification services, rather than provision of counsel to others regarding the soundness or validity of their decisions where outcomes are unknown.

**Factor 2 (4)**

As one of 7 or 8 consultants, impacts on classification levels for individual reviews and on perceptions of equity within an assigned portfolio of approximately 800 – 3000 employees. Impact extends to specific occupations across government (e.g., review of all communications jobs) through ad hoc project work.

*Factor 2 Rationale:*

This job is equivalent to BM16, Human Resource Consultant which impacts on a greater breadth of human resource issues within an assigned area of the ministry whereas the Classification Consultant impacts on one aspect of human resources (classification) for a whole ministry or occupational group across the public service.

Greater than BM50, Operations and Planning Engineer. While both impact on clients' understanding of policies and standards and specific situations, the classification consultant's impact includes direct decisions ensuring consistency and equity across a broader client group (e.g., ministry(s) or government). BM50 impact is case specific.

While there are approximately 7 Classification Consultants responsible for an aspect of human resource services (classification) within an assigned area, BM60, is one of several Financial Management Analysts which impact on broader new or revised financial management systems for assigned government ministries affecting a large range of financial management areas (e.g., cash management, payment processing, internal control, inventory management, banking processes, etc.).

**Benchmark 17**

Classification Consultant

**Public Service Commission****Page 2**

## Factor 3 (2)

Challenges to classification decisions often occur from the employee, manager or ministry human resource branch who do not agree with the outcome. The job explains interpretations and rationale of decisions relating to classification standards to employees and managers to develop their understanding of the relationship between the job content and the classification standards. If agreement cannot be reached, the job has authority and is required to render a decision in accordance with the standards. If conflict continues, situations may be referred to the supervisor for assistance or to an appeal panel for final resolution. Further explanation and rationale of the decision rendered is also provided before appeal panels.

*Factor 3 Rationale:*

This job is equivalent to level 2 and not level 3 because the nature is to develop the client's understanding regarding the application of the standards which is an issue of interpretation spoken to at level 2. Issues are internal to the public service and are therefore not publicly sensitive or controversial. As communication of classification decisions relate to a particular job or group of jobs, there is no diversity of disagreements as there are typically only two opposing views.

## **Benchmark 18**

Precambrian Project Geologist

January 3, 2008

### **Energy and Resources**

#### **Factor 2 (5)**

As one of three Precambrian geologists, enhances the province's profit-based companies' and universities' understanding of Saskatchewan's Precambrian geology. Ensures availability and access of geological information, research and findings promoting the province's mineral resources through writing journals, conducting presentations, etc. Research findings impact on land-use policy, industry and provincial geological exploration and economic development activities.

Responsible for project staff and budget ranging from \$20,000 to \$50,000. Annually, supervises 2 to 10 summer staff involving responsibility for their safety and well-being in remote, isolated areas. Gives direction to other geologists in project work.

#### *Factor 1 Rationale:*

This job shares impact with other Precambrian geologists and mineral geologists, similar to BM47, Park Supervisor (2-3 per region). While BM47 has more staff (40 vs. 10) and budget (\$800,000 expenditures and \$500,000 revenue), the extent of impact is limited to a specific park area within an eco-region. The impact of this job is greater due to the economic and development impact on the provincial mineral industry.

This job is similar to BM20, Integrated Resource Manager (5 within the province) in that it shares impact with other positions. However, the IRM has more direct impact relating to eco-system restoration through developing and delivering long-term sustainable resource allocation plans. The impact of the Precambrian Project Geologist is more indirect as it endeavours to develop the mineral industry through providing scientific research and promoting the potential mineral resources.

#### **Factor 3 (2)**

Promotes the province's mineral resources by developing and communicating interpretations of research findings regarding Saskatchewan's Precambrian geology. Written documentation, evidence, justification and rationale of scientific studies are necessary to transfer knowledge and influence companies to undertake mineral exploration activities. Knowledge of scientific material is transferred to the mining/geological industry, universities, government ministries and the public through written scientific reports in journals, published reports and maps, presentations and consultation with individual clients.

**Benchmark 18**

Precambrian Project Geologist

**Energy and Resources****Page 2**

Convinces federal government or other partners to commit funds to aspects of project work (e.g., rocks must be dated) and undertake mineral exploration in certain regions of the province.

*Factor 3 Rationale:*

This job is equivalent to level 2 and not level 3 as the primary communication requirement is to educate, persuade and develop the knowledge of clients in the area of Precambrian geology. The influence on clients is to promote mineral resource development. The level of disagreement this job encounters is not equivalent to level 3 because the parties have a common interest and are in agreement with the general direction (e.g., the need for further exploration).

**Factor 1 (4)**

Under the direction of the Chief Coroner, holds appointment as a Coroner and manages the delivery of coroner services throughout the province. Directs, consults and advises coroners and coroner's counsel on death investigations and inquest issues such as imposing a publication ban, allowing polygraph results into evidence, allowing certain witnesses to testify, etc. Manages all aspects of the coroner's system including program evaluation, formulation of policy and protocols (e.g., jury selection, inquest structure and funding policies). This includes: integrating services with others in the criminal justice system and emergency support services (e.g., police, pathologists, ambulance, funeral homes, lawyers, insurance companies); arranging all aspects of inquests in keeping with judicial system practices and procedures; managing fee for service accounts for investigations, inquests and autopsies; reviewing Coroners' reports for compliance with the *Coroner's Act*, soundness of recommendations in order to identify and disseminate recommended health and safety practices to various agencies (e.g., Health, Life Insurance, etc.). Medical matters such as verification of medical information on pathologist reports are referred to the Chief Coroner who is a medical doctor.

*Factor 1 Rationale:*

This job meets level 4 as it goes beyond day-to-day operations of a provincial program to managing the coroner's system inclusive of program evaluation and identifying needs for change. The nature of this assignment is such that the development of long range vision and strategies and the anticipation of what changes are likely to unfold well into the future is not required.

**Factor 2 (6)**

Impacts on the determination of the cause of approximately 1600 unexplained deaths ensuring all circumstances surrounding the deaths are thoroughly investigated through delivery of provincial coroner services including 900 autopsies and 12 inquests per year. Ensures investigations and the resulting recommendations from the coroners and inquests (conducted by a selected panel of lawyers) are thorough, timely and that legal, investigative and technical procedures were followed. Contributes to the prevention of similar deaths through recommending health and safety changes to institutions and agencies and working with Children's Advocate, Community Resources & Employment and some First Nations Welfare agencies to address these issues. Impacts on families of the deceased ensuring fair treatment and through ordering autopsies or inquests that may be against family wishes (e.g., inquest could result in denial of life insurance payments and civil litigation). Ensures fair judicial proceedings at inquests.

**Benchmark 19**  
**Director, Coroner Services**  
**Justice**  
**Page 2**

Responsible for a \$1.2 million operating budget and supervising 2 to 5 support staff. Recruits new Coroners and provides direction and advice regarding process, evidentiary issues and inquests to approximately 170 fee for service Coroners in the province.

*Factor 2 Rationale:*

Greater than BM18, Precambrian Project Geologist. Although BM18 has economic and development impact on the provincial mineral industry, this job has sole responsibility for delivery of province-wide coroner services. BM18 is provincial in nature only with respect to the specific area of specialization (e.g., old rock subjected to extreme heat and pressure) and otherwise shares responsibility with approximately 3 other Precambrian geologists. Where BM18 has responsibility for 2 – 10 staff on a project basis, this job has responsibility for 170 fee for service coroners throughout the province.

Equivalent to BM20, Integrated Resource Manager. While BM20 has a greater extent of impact through delivery of all environmental protection programs to sustain renewable resources such as fisheries, wildlife, water, forestry in the ecosystem within a region, this job has independent responsibility for province-wide coroner service delivery directly impacting the judicial, logistical and policy and processes of death investigations, inquests and autopsies ensuring fairness to those affected (e.g., families, hospitals, police, prosecutors, funeral homes, etc.).

Although this job is responsible for province-wide coroner service delivery and the determination of the cause of 1600 deaths per year, BM06, Director, Child Day Care has greater impact through licensing 450 child care facilities and home providers and enforcing minimum standards (e.g., educational content, qualification of teachers, facilities, maintenance) in order to help protect the health, safety and well being of, on average, 7,200 children in licensed facilities and 90,000 more in approximately 4,000 unlicensed facilities.



## **Benchmark 20**

Integrated Resource Manager

January 4, 2008

### **Environment**

#### **Factor 1 (4)**

Reporting to the EcoRegion Director, manages renewable resource allocations within the region.

Plans, monitors, reviews and approves resource allocation, monitoring and development plans and proposals; assesses the research of staff; and evaluates environmental impact statement reviews, land-use plans etc. The position establishes the requirements for restoration and modifies long-range resource allocation plans accordingly. Balances the extent to which the available resources in the region can withstand the demands or the type of development/use proposed.

#### *Factor 1 Rationale:*

This job meets level 4 as it has pervasive and long-range research and trend analysis and monitoring of program outcomes, relating to disparate use of resources by stakeholder groups. Although the position may seek guidance from individualized central program development and standard setting jobs, it identifies, anticipates and integrates a unique regional plan across all program areas.

As 1 of 5 Integrated Resource Managers in the province (i.e., one in each EcoRegion) the job is not relied upon for having sole provincial subject matter expertise, nor is it equivalent to managing a provincial function. Rather, its supervisor, the EcoRegion Director, which determines the applicability of central standards in the context of the EcoRegion as a whole, is considered equivalent to a provincial program manager.

#### **Factor 2 (6)**

Impacts on the sustainability of the resource base (fisheries, wildlife, land-use, oil and gas, wetland management, and aboriginal involvement) within 1 of 5 eco-regions. Impacts on the prevention of habitat degradation, declining fish populations, deforestation etc..

Contributes to stakeholder and interest group understanding of the need for environmental stewardship through public involvement and education processes. Shares field delivery with other Regional Managers (e.g., Area Resource Managers, Environmental Protection Managers).

Responsible for a team of 9 resource management specialists/technicians, and budget expenditures between \$500,000 and \$1 million.

**Benchmark 20**

Integrated Resource Manager

**Environment****Page 2***Factor 2 Rationale:*

The job's impact is greater than BM18, Precambrian Project Geologist as it has direct impact relating to eco-system restoration and long-term sustainable resource allocations. The impact of the Precambrian Project Geologist is more indirect as it endeavours to develop the mineral industry through providing scientific research and promoting the potential mineral resources.

The job's impact is less than BM06, Director, Child Day Care Branch, which has independent responsibility for child care facilities and home providers, provincially impacting on child development, early childhood education, fire safety, health, and sanitation. In addition, BM06 has greater budget responsibilities, managing a budget of approximately \$19 million (grants and subsidies).

## **Benchmark 21**

Manager of Budget Review  
**Finance**

January 4, 2008

### **Factor 1 (5)**

As one of three directors reporting to the Assistant Deputy Minister, Treasury Board Division, oversees the delivery of the budget review and financial management process for government ministries, programs and initiatives. The position is relied upon during Treasury Board Review to provide expertise and advice regarding budget issues (e.g., prioritization of ministry or government programs and services in relation to budget constraints). Provides expertise regarding program policy proposals submitted by ministries and agencies, objectively weighing advantages of various proposals (e.g., duplication or overlap of programs and services being proposed).

#### *Factor 1 Rationale:*

This job is equivalent to level 5 as it is substantially relied upon by the Deputy Minister of Finance and Treasury Board Ministers for the assessment of the ministries' long-range vision, strategies and fiscal plans in the context of overall government priorities and changes likely to unfold. This exceeds level 4 modification of programs or services relating to research and analysis of needs and trends and identification of issues.

### **Factor 2(8)**

Responsible for the financial management process and budget review for a third of the government ministries and Treasury Board Crowns (involving an external board of directors in some cases) at a given time. Impacts on program concept, design, principles and financial requirements. Ensures expenditure budget and projected revenues are sufficient to accommodate major ministry policies and program priorities (e.g., new farm safety net programs, provincial fire fighting program). Contributes to the operations of internal government ministries and the extent to which programs and services are delivered to the public (e.g., budget streamlining initiatives, what programs/services should receive higher priority, alternative ways to program delivery, etc.). Determines expenditure targets of ministries and agencies based on whether they are able to fund the strategic plans.

Responsible for a team of 3 to 6 professionals reviewing ministry or program budgets. Budget amounts linked to proposals are estimated between \$100,000 and \$200 million.

#### *Factor 2 Rationale:*

As a centralized financial management function, impacts on a greater segment of provincial programs /ministries than BM23, Director, Human Resources. BM23 impacts on the human resource function within one ministry. This job impacts on financial

resources of a third of ministries as well as programs, ensuring a balance of fiscal responsibility with the need for program delivery.

**Benchmark 21**

Manager of Budget Review

**Finance****Page 2**

Although this job affects the operations of a number of internal government ministries and crowns and the extent to which programs and services are delivered to the public, BM14, ADM, Industry Development impacts on all sectors of the provincial economy through the development and delivery of economic development programs and creating a climate for creation, growth and attraction of businesses and co-operatives in the province.

**Benchmark 22**  
**Executive Director's Assistant**  
**Planning and Policy**  
**Labour**

**January 3, 2008**

**Factor 1 (2)**

Reporting to the Executive Director (who reports to the Deputy Minister), manages the day-to-day operations of the office (e.g., forecasting expenditures, arranging meetings and travel, setting up filing systems, etc.) and takes a lead role in co-ordinating Cabinet documents for the ministry.

Planning requirements for Cabinet documentation preparation includes establishing internal processes, following up with senior management on timing and process requirements and processes, proofing and verifying documents prior to submission to Executive Council.

Factor 1 Rationale:

The job's role with respect to the day-to-day office management meets level 1 expertise requirements. However, since the position has finality of documentation through administrative co-ordination of the ministry's Cabinet documents sent directly to Executive Council, the planning role meets level 2. Management of the daily activities within the office does not typically require in-depth analysis or proactive planning representative of level 3.

**Factor 2 (1)**

Impacts on the continuity of the workflow and accuracy of all documents and correspondence for the division and the Executive Director. Impacts on the availability of information and consistency of responses to public inquiries regarding division policies and practices. Also impacts on administrative efficiencies for the Minimum Wage Board as Secretary to the Board. Impacts on the accuracy of monthly expenditures forecast.

Responsible for 1 term position and casual workers as required.

*Factor 2 Rationale:*

The job's impact is less than BM45, Administrative Assistant to the Executive Director, which has similar impact with respect to office management efficiencies but also has ongoing responsibility for 4 to 6 staff.

Factor 3 (1)

Provides information and instruction to staff on work methods and administrative procedures. Drafts memorandums to inform staff of the ministry or program developments of interest to them. Notifies board Members and other personnel where

**Benchmark 22**  
**Executive Director's Assistant**  
**Planning and Policy**  
**Labour**  
**Page 2**

appointments, meetings, travel itineraries etc, have been arranged. Responds to inquiries on wage rates, legislation activities, and general government policy. If necessary, redirects/refers clients to other branch staff for more information.

*Factor 3 Rationale:*

The nature of the communication does not require influencing others on issues of interpretation, approach, timelines or resource requirements. Rather, the job is equivalent to level 1 because its regular and ongoing requirement is to clarify or communicate primarily factual information on behalf of the Executive Director or the ministry.

**Benchmark 23**  
**Director, Human Resources**  
**Highways and Infrastructure**

**January 4, 2008**

**Factor 1 (6)**

Reporting to the Deputy Minister, provides overall leadership for the development and delivery of the ministry's human resource function. This involves overseeing the following areas:

payroll services  
labour service administration;  
organizational and staff development (e.g., training and apprenticeship programs);  
change and transition management; (e.g., downsizing or ministry reorganizations);  
labour relations (e.g., contract disputes, employee grievances);  
safety programs (e.g., occupational health and safety issues, accident prevention);  
employee services and benefits administration (e.g., employee assistance, wellness programs etc.).

*Factor 1 Rationale:*

Although a single function, this job is equivalent to level 6 as it has final oversight for establishing a human resource policy framework to integrate the ministry's human resource strategies across all functions and enable the ministry to advance its mandate. This position applies expertise such as change and transition management, performance management, workforce planning, etc.

**Factor 2 (7)**

Impacts on approximately 1500 employees and managers in the ministry through responsibility for all aspects of human resource services including: staffing; labour relations; organizational development; employee assistance/wellness programs; training and safety programs (e.g., driver certification; training courses in first aid, accident prevention, occupational health and safety); and benefits administration. Impacts on the ministry's readiness to deliver its programs and services by ensuring staff are available (e.g., hiring/recalling Labour Service staff), qualified and paid on a timely and accurate basis. Ensures safe operating practices and working conditions for staff and the travelling public. Impacts on the ministry's labour relations climate and the fair and equitable treatment of the ministry's employees in areas of responsibility such as labour relations, classification, staffing, etc.

Responsible for a team consisting of 2 managers and 15 to 18 staff, and budget expenditures over \$1.1million.



**Benchmark 23**  
**Director, Human Resources**  
**Highways and Infrastructure**  
**Page 2**

*Factor 2 Rationale:*

The job's impact is greater than BM19, Director, Coroner Services, which has the responsibility for province wide services including the recruiting of, and providing direction to, 170 fee for service coroners. In contrast, BM23 provides human resource and payroll services to a large ministry (i.e., approximately 1,500 staff on average) which has a greater diversity of occupations, a large number of which require training, certifying and licensing; and which has a significant labour service component, for which the ministry is responsible for independent action in classification, staffing and pay. In addition, BM23 has greater responsibilities with respect to the safety and training of staff in extremely hazardous situations (e.g., highway maintenance/construction).

The job's impact is less than BM44, Executive Director, Corporate Services, although the two ministries are of equivalent size, diversity and complexity with similar labour service components and extensive employee safety responsibility vested in the human resource function. BM44 impacts on its ministry in other key areas in addition to human resources including information management, finance and administration inclusive of space procurement, budget accounting, payroll, etc. In addition, BM44 has greater responsibility for direct staff including 11 managers and directors and approximately 200 professional and support staff at the regional level across the province versus BM23, which has 18 to 20 staff.

**Factor 1 (5)**

Reporting to the Assistant Deputy Minister, manages the development, implementation and evaluation of environmental protection and containment programs, policies and regulations. Integrates regional delivery issues (e.g., client stewardship) and objectives of other ecosystem management programs (e.g., Fish and Wildlife Branch) in developing long-range vision and strategies regarding protection of the province's air, water and land resources in such areas as:

hazardous or damaging emissions from sources inside/outside the province;  
liquid waste or sewage entering surface and ground water sites;  
solid wastes going to landfills;  
decommissioning and reclamation plans for industrial sites and contaminated sites (e.g., abandoned mines);  
agricultural or livestock practices (e.g., land-use) etc.  
water pollution

*Factor 1 Rationale:*

Although this job is creating a comprehensive framework in which others will operate, level 6 is not met as the oversight responsibility rests with the Assistant Deputy Minister, Programs Division to whom the position reports.

**Factor 2 (8)**

The position is 1 of 5 provincial directors within the Programs Division. The other provincial directors are responsible for separate and distinct program areas (forestry, fish and wildlife, parks and special places, sustainable land management). This position impacts the extent to which pollution is controlled through programs designed to monitor air, land and water (e.g., province-wide recycling programs for beverage containers, scrap tires, used oil, and other materials).

Impacts directly on containment expenditures and fees to industrial, municipal and commercial enterprises and indirectly on revenues collected in the form of taxes, recycling fees etc.

Responsible for more than 40 staff through 1 Associate Director and 4 managers, and budget expenditures over \$11 million.

## **Benchmark 24**

Director, Environmental Protection

### **Environment**

#### **Page 2**

#### *Factor 2 Rationale:*

This job's impact is greater than BM52, Director, Science and Technology Unit, which has responsibility for the province's K-12 core curriculum for science, mathematics, and practical and applied arts (i.e., approximately 40% of the total subject matter). In contrast, BM24 impacts more broadly on the general public (all ages versus students) by directing programs that ensure the long-term sustainability of the province's air, water and land resources. BM24 impacts those aspects of municipal, governmental, industrial, and businesses subject to enforcement and monitoring programs, policies and/or legislation.

While BM24, Director, Environmental Protection has provincial environmental impact on renewable resources (air, land and water) through sustainability of the eco-system, BM14, ADM, Industry Development impacts on all sectors of the provincial economy through creation, growth and attraction of businesses and co-operatives. With the exception of the recycling programs that BM24 develops and delivers, all environmental protection programs are delivered through regional staff not reporting to BM24. Where as BM14 is responsible for the delivery of regional programs.

#### Factor 3 (3)

Negotiates multi-party agreements with provincial and federal governments, industry associations and environmental organizations regarding monitoring and protecting trans-boundary water, land and air quality. For example, negotiates tar sand emissions (e.g., sulfur dioxides) and expansion plans with Environment Canada, Alberta Environment and representatives of the tar sands industry, considering the adverse impact the pollutants have on air and water quality in northern Saskatchewan (e.g., acid rain). The complexity of the agreements negotiated is such that there is not clearly established scientific evidence or parameters around emission levels and standards.

#### *Factor 3 Rationale:*

This is level 3 for achieving agreements in situations where there are competing interests, absence of standards and a diversity of underlying issues between all the stakeholders. The job does not meet level 4 as the job is not required to negotiate in situations requiring immediate resolution nor is it required to obtain broad stakeholder acceptance in order to allay the general public concern.

**Benchmark 25**  
**Senior Design Engineer**  
**Highways and Infrastructure**

**January 4, 2008**

**Factor 1 (5)**

Reporting to the Executive Director of Engineering Services, establishes design standards for the province's highways and airports. This position is relied upon by executive/senior management, consultants/managers of engineering projects for expertise and guidance regarding design standards, procedures and practices used in constructing, upgrading and improving provincial highways and airports. Determines the balance between design standards/costs and the safety of the travelling public. Assesses the use of non-standard applications in geometric, hydraulic (i.e., drainage) and lighting designs. Evaluates the transportation design standards, practices and advancing technologies of other jurisdictions for implementation/use locally.

*Factor 1 Rationale:*

The job's role as sole provincial subject matter expert in the area of highway design engineering, makes this assignment a level 5. Develops design strategy and vision for the province that meets future need and utilization and integrates costs, safety of public, new technologies and parameters for the use of non-standard applications. Although this job is creating the framework in which others will operate, level 6 is not met as the position is a specialist reporting to a provincial program manager.

**Factor 2 (7)**

Impacts province-wide on the safety and cost efficiency of designs used for new/upgrading projects and the long-term sustainability and maintenance of highway infrastructure. Impacts on the ministry's design standards, policies and practices relating to construction, upgrading and improvement of provincial highways and airports. Ensures design standards and engineering practices are applied consistently throughout the ministry by updating design manuals and/or providing training to engineering consultants, project teams etc.

Responsible for 5 design specialists, external consultants when required and a budget of \$250,000. Influences capital and preservation expenditures of approximately \$100 million.

*Factor 2 Rationale:*

This job's impact is greater than BM20, Integrated Resource Manager, which impacts on the long-term sustainability of renewable resources within 1 of 5 eco-regions in the province. In contrast, BM25 has independent responsibility for provincial design standards and the use of non-standard designs. BM25 impacts directly on design consistency throughout the ministry and on the safety of the travelling public and other system users, and indirectly on capital and preservation expenditures.

**Benchmark 25**  
**Senior Design Engineer**  
**Highways and Infrastructure**  
**Page 2**

This job's impact is less than BM24, Director, Environmental Protection Branch, which impacts more broadly across the province by directing programs that ensure the long-term sustainability and protection of the province's air, water, and land resources. BM24 is responsible for ensuring an effective environmental protection program for the province including program planning and development, program evaluation, policy and legislation, and standards and regulations development. In addition, BM24 has a greater number of staff (i.e., 40 staff versus 2 staff) and direct budget responsibilities (\$11 million versus \$100,000 to \$150,000).

Benchmark 26

Human Resource and Finance Administrator

March 24, 2004

**Children's Advocate**

**Factor 1 (4)**

Reporting to the Provincial Children's Advocate, responsible for managing the support services for the agency and co-ordinating the departmental strategic planning process. Provides advice and guidance to managers and employees regarding financial, administration, and human resources policies, practices and techniques. This position assesses and develops various options for the annual budget submissions to the Board of Internal Economy, human resource planning initiatives (e.g., agency re-organization) and co-ordination of facilities/space requirements. Analyses the program needs of the Children's Advocate including programs and policies to work with senior management in drafting the agency's strategic plan.

Given the requirement to integrate all support services within the organization and that there is no other position within the organization from which to obtain direction or expertise, the job meets level 4. As such, the nature of the position's role is to provide assessment and counsel to senior managers on management practices associated with human resource and financial issues, similar to BM16, Human Resource Consultant.

**Factor 2 (3)**

Responsible for providing all support services (human resources, finance and administration, systems). Impacts on the agency's ability to deliver their programs and services to the public through timely administration of: property, procurement, vehicles, equipment and contracts (e.g., computer consultants); human resources activities; and budget and expenditure activities. Impacts on an agency of 15 employees ensuring development and consistent application of related policies and existing standards as an arm's length agency. Contributes to the agency's strategic plan through writing drafts and co-ordinating the process.

Responsible for support services for the Children's Advocate Office affecting 15 employees. Responsible for 2-3 staff and administers a \$1,200,000 expenditure budget.

This job has greater extent of impact than BM45, Administrative Assistant which impacts on efficiency of office management and administrative processes within a region whereas this job impacts on the efficiency of the agency's programs and services through provision of all support services (human resources, finance, property control).

Benchmark 26

Human Resource and Finance Administrator

**Children's Advocate**

**Page 2**

Although BM50, Operations and Planning Engineer is one of two jobs that impacts on site specific roadway or roadside improvements within the region, the impact of these initiatives and recommendations extends to the safety of the traveling public and the efficient access to many members of the public. This job is equivalent as it is responsible for all support services (human resources, finance, property control) within a small agency of 15 staff, 2-3 direct employees and an expenditure budget of \$1.2 million.

Although this job has overall responsibility for a variety of areas within an agency (e.g., human resources, finance and administration), it has less impact than BM16, Human Resource Consultant. While this job provides support services to an agency of 15 staff, BM16 provides comprehensive human resource services to approximately 25 to 30 senior managers and 225 employees in the assigned area of the department.

**Benchmark 27**

Executive Director, Strategic Sector Development

January 3, 2008

**Energy and Resources****Factor 3 (2)**

Influences and convinces business officials to engage in economic development and investment activity in the province. For example, to attract an oil and gas processing facility, the position endeavours to influence the municipality with respect to reducing taxation, and persuade government officials regarding licensing on road usage. Building on the common interest of provincial stakeholders (municipalities, developers) regarding the attraction of new business to the community, the position informs and educates the stakeholders on options available to the client, the benefits of the initiative and its impact to each of the parties. In an effort to convince the client, there may be a requirement to pursue changes through legislation.

*Factor 3 Rationale:*

Although many parties may be involved, this meets level 2 for reaching agreements where interests of the parties have a common objective – that being the attraction of new businesses to the community and province. The position is convincing each party independently and there is not a requirement to reach consensus among them on competing interests. Level 3 is not met as there is not a disagreement on outcomes requiring reaching consensus where there is a diversity of competing interests, multiple considerations and absence of standards.



**Benchmark 28**

Director, Communications and Public Education  
**Justice / Corrections and Public Safety**

January 3, 2008

**Factor 1 (5)**

Reporting to the Deputy Ministers of Justice and Corrections and Public Safety, oversees the development and implementation of all communications and public education strategies for both ministries. The position represents the ministries on various interministerial, interprovincial and Federal committees and task forces on communication, responds to media enquiries and manages the procurement of communications services.

*Factor 1 Rationale:*

The job meets level 5 as the typical nature of the work requires balancing the needs of public stakeholders with the various program directions within the ministries to develop a long-range vision and strategy related to public education and perception of the ministries' programs. Although the job reports to the Deputy Minister and develops an integrative communication strategy (similar to BM23), it does not meet level 6 as final oversight is provided through a combination of line managers and Executive Council's Communications Co-ordination Unit.

**Factor 2 (8)**

Impacts on the education and awareness of clients and employees of two ministries - Justice and Corrections and Public Safety. This includes the public perception of the Justice and Court systems including adult and young offender, closed and open custody systems, as well as public safety related issues such as pressure vessel, amusement ride, elevators, and building fire and accessibility standards.

Responsible for a team of 6 professional staff and a budget of \$612,000.

*Factor 2 Rationale:*

The job's impact is greater than BM23, Director, Human Resources, which impacts internally on the delivery of human resource services to one ministry whereas BM28 impacts on the total public's perception of a full range of Justice and safety programs and services provided by two ministries (e.g. courts, correction facilities, amusement rides and elevator operation).

Although this job affects the communication programs for two ministries and the public's perception of these programs, BM14 ADM, Industry Development impacts on all sectors of the provincial economy through the development and direct delivery of the ministry's economic development programs. In addition, BM14 has 80 staff with \$9.4 million in expenditures and \$2.5 million in grant funding.

**Benchmark 28**

Director, Communications and Public Education  
Justice / Corrections and Public Safety

**Page 2**

## Factor 3 (3)

The job is equivalent to level 3 because of the requirement to mitigate public criticism regarding community safety issues such as when there are coroner's issues (e.g., unnatural deaths in prison) prison breaks and offenders are at large in the community, etc. Although the issues are publicly sensitive, there is not a requirement to gain general public acceptance where issues have been subject to long term debate as required in level 4. There is often a level of urgency associated with offenders being at large, however, the job does not negotiate with others to address the issue.

Factor 3 (4)

Represents the province in negotiation of Treaty Land Entitlement and Specific Claims to implement the Saskatchewan Treaty Land Entitlement Framework Agreement plus five other separate and distinct sub-agreements relating to individual First Nations. In keeping with the spirit and intent of the treaties, there is an ongoing requirement to build consensus for a broad provincial policy response/approach to address disagreements or gaps within the framework in order to restore or compensate, in some manner, First Nations for lost land and resources.

There are ongoing disagreements with the treaties among stakeholders and interest groups which include provincial ministries/Crown corporations, the Federation of Saskatchewan Indian nations / individual First nations, Indian and Northern Affairs Canada, third party interest groups and local government authorities.

Examples of issues include: requests for land from out of province First Nations; provincial freeze on Crown lands and minerals; road and water body transfers; the manner in which third party interests are addressed; and, tax loss compensation to local authorities. Many of these issues have been subject to long-term debate due to historical mistrust amongst parties, past failures to comply with treaties and the fact that fulfilling the original commitment would require taking the land back and disrupt the livelihood and sense of community for many residents across the province.

*Factor 3 Rationale:*

This position has an increased level of difficulty due to the requirement to ensure all parties feel their interests have been fairly represented in building consensus for a provincial approach/response. In this regard, this position is charged with the responsibility to achieve long term systemic changes to the policy framework which meets level 4. Further, the actions taken will result in ongoing harmonious relations between First nations and neighbouring communities in efforts to allay broader public concern.

Factor 3 (3)

As chief spokesperson for the government in the negotiation of smaller collective agreements working within a broad mandate or in interim negotiations on specific issues (e.g., worker's compensation, hours of work, scope exclusions), achieves legally binding settlements relating to terms and conditions of employment, rights and privileges affecting employees. This includes reaching consensus when there are diversity of outcomes expected by various parties (e.g., occupational groups, different ministerial needs) on both sides of the table.

Mediates between union officials and ministry managers in situations prior to and after grievances have been lodged (e.g., strict application of the collective agreement to an hours of work situation; poor performance of an employee; non-appointment of a senior employee). Often there are more than two parties involved as different management (e.g., Human Resources, immediate manager, Director) and union members are not in agreement with each other on one or more of the following: the facts of the case, interpretation of the collective agreement, the preferable option to resolve the situation. Resolution requires the job to meet with all parties, gain an understanding of what each party wants to achieve, and bring all parties to agreement on a solution that everyone can live with.

*Factor 3 Rationale:*

The job is not equivalent to level 4 as the situations are not typically those that require broad stakeholder acceptance to allay general public concern nor do they typically require immediate resolution. The job is equivalent to level 3 as negotiations involve coming to agreement on diverse issues around the table and a requirement to develop an understanding of the hurts that need to be addressed.

## **Benchmark 32**

Project Engineer

January 3, 2008

### **Highways and Infrastructure**

#### **Factor 2 (4)**

As one of several project engineers in a region, responsible for all phases of specific highway construction projects impacting on the safety and efficiency of movement of people and goods. As projects unfold, impacts on aspects of design (e.g., surfacing/gradeline design), the safety of the travelling public, the quality of work completed by contractors and consultants and the quality of product delivered by suppliers. Impacts on other stakeholders such as landowners to minimize disruptions of construction (e.g., damage) occurring on or near their land.

Controls all project expenditures and has responsibility for up to 10 staff as well as contractors and consultants involved in project delivery.

#### *Factor 2 Rationale:*

Greater than BM50, Operations and Planning Engineer as this job affects the safety and efficiency of movement of people and goods directly through independent responsibility for all aspects of highway construction projects. BM50 impacts on the safety of the region's roadways and roadside areas through making site specific recommendations. In addition, this job has responsibility for up to 10 project staff whereas BM50 has none.

Although BM18, Precambrian Project Geologist operates on a project basis similar to this job, it has broader provincial economic and development impact as it impacts on the provincial knowledge base and on potential exploration possibilities. By contrast, the Project Engineer shares impact of work with: senior engineers in the ministry involved in design aspects of the projects; and with approximately seven other regional project engineers. BM18 shares impact in the Precambrian area with approximately three Precambrian Geologists in the province.

#### **Factor 3 (2)**

Negotiates agreements with rural/urban municipalities, business owners, and property owners for roadside developments. Negotiates settlements or special conditions between landowners and contractors to minimize disruption to communities and fix damage that has occurred during construction.

#### *Factor 3 Rationale:*

Level 3 is not met, as the general interests of the parties are clear as the landowner wants the damage or situation fixed and the contractor wants appropriate compensation. The disagreement is around timelines, resource requirements and interpretation of the disagreement which is spoken to at level 2.

### **Benchmark 33**

Manager, Branch Systems Solutions  
**Health**

January 4, 2008

#### **Factor 1 (4)**

Reporting to the Director of IT Development & Operations, manages new system development and support activities (e.g., feasibility studies, business process reviews) regarding health database systems for the ministry and Saskatchewan's publicly funded health sector. Analyzes system needs of the ministry, Saskatchewan health sector, and other stakeholders to determine appropriate IT development and acquisition strategies.

#### *Factor 1 Rationale:*

Meets level 4 as position determines optimum business and application architectures and provides assessment and counsel in consultation with Health District clients and extra-provincial partners (e.g., Canadian Institute for Health Information).

Level 5 is not met as the position's immediate manager is accountable for the development, maintenance and implementation of the ministry's IT strategic plan and architecture.

#### **Factor 2 (5)**

Impacts upon how effectively new database systems and system redesigns are integrated with the existing IT architecture for the health sector, including those within the ministry. This includes developing standards for new work methodologies resulting from new/revised systems. Ensures data and technology standards are adhered to so that all future systems share common components and can be supported effectively by the unit and/or other IT service providers. Impacts on the extent to which ministry and health sector stakeholders collaborate in systems developments and adopt common data and systems standards. Shares impact with other managers within the Branch regarding the availability and accuracy of health services information used to deliver and manage health services within the province.

1 of 5 unit managers within the Branch (i.e., other units include Corporate Databases, Network Services, Client Support Services and Information Products) responsible for a team of 10 professional staff and contracted analysts when required.

#### *Factor 2 Rationale:*

This job's impact is greater than BM16, Human Resource Consultant, Health, which is 1 of 3 human resource consultants impacting on internal human resources issues. BM33 impacts directly on systems application and development standards within the ministry and the regional health authorities.

**Benchmark 33**

Manager, Branch Systems Solutions

**Health**

**Page 2**

This job's impact is less than BM05, Director, Kilburn Hall, which is responsible for ensuring the safety and security needs of residents, staff, and the community, as well as all aspects of the residents care and the operation of the facility. In contrast, BM33 shares impact with 4 other managers and a director within the Corporate Information and Technology Branch in ensuring that network and system developments meet the needs of the ministry and support new health initiatives.

**Benchmark 34**

Manager, Trade and Logistics  
**Highways and Infrastructure**

January 3, 2008

**Factor 3 (3)**

Negotiates policy trade-offs and funding with Transport Canada and other provinces and cities vying for the same funding or policy on issues such as border crossing, intelligent transportation systems, security, urban corridors.

Requires influencing competing interests toward consensus on transportation infrastructure policy. For example, the Saskatchewan Association of Rural Municipalities wants to preserve their existing structure while urban municipalities want transportation systems to connect cities enhancing inputs/outputs of trade and commerce. In addition, the job needs to consult with other interest groups such as producers, farmers, traveling public, First Nations groups, trucking companies, etc. in order to convince and bring to consensus with the overall policy.

*Factor 3 Rationale:*

This meets level 3 because of the requirement to gain consensus on policy outcomes with a variety of stakeholders where the job has authority to modify or agree to a particular position or stance as it is being discussed. This does not meet level 4 because these are not typically publicly sensitive issues, but rather knowledge of the issues is confined to stakeholder groups.



**Benchmark 35**  
**Regional Business Manager**  
**Social Services**

**January 3, 2008**

**Factor 1 (3)**

Reports to the Regional Director and provides day to day management of human resource, budget/finance, information systems, and property and procurement for one of six regions.

Provides leadership to the managers and staff in the region in the interpretation and application of the collective agreement and administrative and financial policies (e.g., approval of leaves of absence, non-permanent posting, selection and staffing process, development of internal financial control systems, purchase of new equipment in consultation with ITS Branch). Develops systems to track financial and program information and analyses trends.

*Factor 1 Rationale:*

The typical nature of the job involves providing assessment and counsel and interpreting established criteria which meets level 3. In addition, there is the availability of expertise from central staff (Organizational Development, Information Technology, Financial Management) who provide advice and guidance to the Regional Business Managers.

**Factor 2 (5)**

Impacts on the quality, timeliness and consistency of support services (i.e., information systems, budget, financial, human resources, and property management and contract administration) in one of six regions, to further the region's ability to deliver its programs. For example, budget/forecasting impacts on the cost-effective use of resources and planning; up-to-date automation and technology increases capability and efficiency of service delivery.

Responsible for three supervisors and 23 staff and a budget of \$.5M, provides services to 178 staff in the region, and influences a budget of \$20M.

*Factor 2 Rationale:*

The job provides service to a comparable number of clients as BM16, Human Resource Consultant, Health, however the nature of its responsibility impacts on the clients in areas in addition to HR (i.e., information systems, budget, financial, property management and contract administration) and impacts directly on 23 staff providing these services.

The job is not as strong as BM05, Director, Kilburn Hall which impacts on the safety and security of residents, staff and the community as well as all aspects of the residents' care and the operation of the facility (e.g., treatment programs, assessment and stabilization, cultural/spiritual, education, recreational, crisis intervention, facility maintenance, dietary).

**Benchmark 35**  
**Regional Business Manager**  
**Social Services**  
**Page 2**

Factor 3 (2)

Persuades members of the Regional Management Team of the need for pursuing a particular course of action by explaining the Collective Agreement, Public Service Act, Human Resource Policies, or Financial Admin policies that apply to the situation and why they must be adhered to. For example: ensuring audit requirements are met with respect to financial systems, processes, protection of assets, risk management; recommendations for budget reductions; discipline in cases of performance problems.

Interviews employees and managers as part of the investigation of grievances at Step 1 and drafts the response to the union. In consultation with the Human Resource Branch, works with the manager to resolve grievances at Step 2.

*Factor 3 Rationale:*

The position is required to explain applicable human resource or financial regulations, the reasons for and the principles behind them. This exceeds the exchange of factual information at level 1 and meets level 2 for influencing managers and employees on the interpretation of human resource and financial policies, standards. While these jobs resolve disagreements and grievances, these situations are generally reasonably clear and straightforward and the more sensitive human resource issues are referred to or resolved in consultation with the Human Resource Branch.

**Benchmark 36**  
**Manager, Farm Stress Unit**  
**Labour**

**March 15, 2004**

**Factor 1 (4)**

Reporting to the Director of Financial Programs, manages the development and delivery of farm stress management programs to the farming industry of the province through a farm stress call-in line.

Assesses the needs and trends within the farming industry (e.g., farming methods, practices and operations as well as the farm programs available and delivered through the operations branches and other provincial organizations) to determine and modify program requirements and tailor the related material for release through the media and presentation at public meetings.

*Factor 1 Rationale:*

Due to the requirement to continually monitor and modify program requirements based on needs of the clients, the typical nature of this job exceeds level 3 interpretation of established criteria or choosing from a variety of possible solutions where the need for change becomes evident. As the expertise relates to the farming industry in combination with counseling techniques, there are no other positions within the ministry from which to obtain program direction and therefore meets level 4. Level 5 is not met as the typical nature does not involve responsibility for a comprehensive, integrative, stand alone vision and strategy.

**Factor 2 (5)**

Directly impacts on clients throughout the province who access the farm stress line or attend courses and meetings or read articles published on farm stress management. Impact extends to the clients' emotional well-being and understanding of farm stress management issues and practices. Impacts on the quality of information developed and presented to enable clients in managing stress. Has contributory impact on agricultural financial programs.

Responsible for a staff of 9 with a budget of \$400,000.

*Factor 2 Rationale:*

The impact is seen as greater than BM17 Classification Consultant, which is one of seven for the ministry with no direct staff or budget responsibility and which impacts on equitable treatment of employees in a narrow area of responsibility. This position has province-wide responsibility to provide first response to individuals under stress.

**Benchmark 36**  
**Manager, Farm Stress Unit**  
**Labour**  
**Page 2**

The job is equivalent to the BM18, Precambrian Project Geologist which ensures availability and access of geological information to promote the province's mineral resources. Both positions are provincial in nature, have a narrow scope of impact and have responsibility for a comparable number of staff and budget.

The job's impact is less than BM04, Director, Maintenance Enforcement which also has provincial impact in a narrow program area but, by contrast, has responsibility for a larger staff component (40 vs. 9), budget allocation (\$1.6 million vs. \$400,000) and disbursement of \$30 million in maintenance payments.

**Benchmark 37**  
**Manager of Community Planning**  
**Municipal Affairs**

**January 4, 2008**

**Factor 1 (4)**

Reporting to the Executive Director, Community Planning, manages community and municipal land use and development planning for half of the province. Applying expertise in community planning and design principles, methods and practices, this position delivers planning advisory services and support to municipalities and leads consultations with federal, provincial and municipal officials to address community development and land use issues. This includes developing plans and strategies that integrate a variety of municipality bylaw issues such as housing, transportation, water sources and quality, public hazards and safety, heritage resources, etc. and involves reviewing, revising and interpreting related community development legislation.

*Factor 1 Rationale:*

Although this position's role is to address broad community development issues through strategic planning approaches, the integrative provincial vision for community planning rests with the Executive Director. The regional function of this position does not have the planning and integration requirements equivalent to level 5 as represented by BM 7, Regional Director, Regina Region which integrates 22 of the ministry's programs within the region and has an equal role with central office with respect to development of vision and strategy as it relates to the regional level.

**Factor 2 (7)**

As 1 of 2 Managers of Community Planning, impacts on the use of public and private lands with respect to municipal boundaries and infrastructure through application of legislative and regulatory frameworks and approval, refusal or modification of community planning and bylaw proposals. Impacts on community development conditions to safeguard public health and safety, preserve and protect natural, cultural, heritage and archaeological resources, protect the environment and maintain biodiversity, and safeguard personal rights in the community planning process. The outcome of subdivisions, zoning and community development also has impact on landowners and developers with influence on business expansion and tourism.

Responsible for 7 staff, an expenditure budget of \$350,000 and revenue generation of approximately \$110,000.

**Benchmark 37**  
**Manager of Community Planning**  
**Municipal Affairs**  
**Page 2**

*Factor 2 Rationale:*

The extent of impact of this position is more pervasive than BM04, Director, Maintenance Enforcement which has a provincial impact restricted to a narrow client base and program. Although BM04 is responsible for \$30 million, the impact is with respect to administrative processes to secure maintenance payments as determined by the courts while this position impacts on a larger client base with numerous areas of community and municipal development (e.g., boundaries and infrastructure planning, conditions for public health and safety, preservation of cultural/heritage/archeological resources, etc.) for half the province.

Although a regional job affecting half of the province, the nature of the impact of this position is equivalent to the provincial program of BM06, Director, Child Day Care. While BM06 impacts on licencing of 450 child care facilities and home providers to help protect the health, safety and well-being of affected children through a variety of programming, this position impacts on a larger client base involving all community and municipal land use inclusive of conditions that safeguard public health and safety, preservation of cultural/heritage/architectural resources and influence on environmental biodiversity and business expansion and tourism.

This position is not as strong as BM07, Regional Director, Regina Region which has significantly more staff (300 versus 7) including responsibility to ensure safety for staff in a volatile environment. BM07 delivers all of the ministry's programs within the region (career and employment programs and 22 financial assistance and family services programs to 26,000 clients).

**Benchmark 38**  
**Program and Financial Analyst**  
**Community Living Division**  
**Social Services**

**March 11, 2004**

**Factor 3 (1)**

The position is required to obtain information for Executive Management of Community Living Division and to ensure information is received on time to meet deadlines. Explains the information requirements, how it is to be gathered, and the format in which the information is to be compiled and submitted. The position monitors the information as it comes in and if it does not meet the requirements, contacts individuals to clarify how the information was captured and compiled or if the information can be submitted in a compatible format.

*Factor 3 Rationale:*

The position does not meet level 2 as there is no requirement to educate or persuade individuals about the application or interpretation of standards or principles, or to reach agreements. Communication is factual regarding informational needs and involves explanations of why information or formats are required. This meets the intent of level 1.

## **Benchmark 44**

Executive Director, Corporate Services

January 4, 2008

### **Environment**

#### **Factor 1 (6)**

Reporting to the Deputy Minister, oversees delivery of strategic support services (e.g., finance and administration, human resources, information management). Establishes the framework and strategic direction for support functions such as the ministry's Service Bureau model, balancing corporate service and client services.

#### *Factor 1 Rationale:*

The job meets level 6 because it manages and establishes the overall framework and strategy for the delivery of corporate support service.

#### **Factor 2 (8)**

Impacts on the ministry's ability to deliver its programs and services by ensuring policies, processes and practices are adopted in key areas such as information management, corporate development and human resources. Contributes to:

recruitment and development of qualified staff to meet ministry demands;  
fair and equitable treatment of employees;  
positive labour relations conditions;  
safe work environment;  
database information security, accuracy and availability;  
budget development;  
fulfillment of financial obligations (e.g., payments to employees, vendors, clients).

Responsible for 11 managers and directors and approximately 200 professional and support staff within the Corporate Services Division of a ministry with approximately 1,300 employees. Responsible for budget expenditures within the division of approximately \$11.5 million and indirect responsibility for over \$100 million in ministry expenditures and \$35 million in ministry revenues.

#### *Factor 2 Rationale:*

This job's impact is greater than BM23, Director, Human Resources, Highways and Infrastructure although the two ministries are of equivalent size, diversity and complexity with similar labour service components and extensive employee safety responsibility vested in the human resource function. BM44 impacts on its ministry in other key areas in addition to human resources including information management, finance and administration inclusive of space procurement, budget, accounting, payroll, etc. In addition, BM44 has greater responsibility for direct staff including 11 managers and directors and approximately 200 professional and support staff at the regional level across the province



**Benchmark 44**

Executive Director, Corporate Services

**Environment****Page 2**

This job's impact, internal to the ministry, is less than BM14, ADM, Industry Development, which has broader external impact on all sectors of the provincial economy through the creation, growth and attraction of businesses and co-operatives.

**Benchmark 45**  
**Administrative Assistant**  
**Government Relations**

**January 4, 2008**

**Factor 1 (1)**

The Administrative Assistant to the Community Support Branch, reviews office systems and creates filing, tracking and bring forward systems; compiles background information from filing system in preparation for the Executive Director's meetings or requests from Minister's office; reviews briefing notes and other correspondence typed by staff.

*Factor 1 Rationale:*

This job does not meet level 2 as the typical nature primarily involves application of governmental administrative processes and overseeing work of staff for adherence to standards and processes (e.g., formatting). Although the position gathers background material for others to respond to Minister's requests and types and formats the correspondence, the planning role of the job is not such that requires a level of expertise equivalent to BM53, Deputy Minister's Administrative Assistant.

**Factor 2 ( 2)**

Impacts on the public image of several offices throughout the province (Regina, Saskatoon, Prince Albert, and LaRonge). Impacts on the efficiency of office management and administrative processes to support the branch's program delivery in all regions. Impacts on the consistency of responses to public inquiries regarding branch policies and practices and on the availability of information.

Responsible for 4 to 6 staff in providing support services to staff in regional offices.

*Factor 2 Rationale:*

This job has greater impact than BM10, Administrative Assistant, Compensation, as this job has responsibility for the work of 4 to 6 staff whereas BM10 has no staff.

Although this job provides administrative support to regional office staff within the branch, it has less impact than BM62, Junior Protocol Officer which has impact on a broader client base through event planning responsibilities (e.g., government officials with respect to protocol matters and foreign delegations with respect to positive perceptions of the province and, for example, potential trade relations).

Factor 3 (4)

Provides conciliation and mediation services to Saskatchewan employers and unions to resolve workplace disputes and collective agreement negotiations where issues are often entrenched, where talks have reached an impasse or broken down and where there has been a long history of disagreement between the parties. Having been called into negotiations at this point, behaviours of the players have deteriorated and the job, at times, becomes a means to advance the interests of the parties. The challenge for the job is to absorb and comprehend large amounts of business and industry information and rationale for the varying positions, and within a short period of time respond with a proposed solution to meet the needs and objectives of the different parties involved. The urgency for resolution is key as continuance of the debate or disagreement between the parties (the employer and the union) would have implications such as economic well-being of an employer or a community and quality of life for employees. For example, a top Saskatchewan pork processing company, involving 1300 employees, could result in pork producers losing up to \$250,000 in a week. Other examples where disputes have occurred include urban libraries and key Saskatchewan financial institutions.

*Factor 3 Rationale:*

These cases require negotiations or interventions in negotiations where there is urgency of resolution. Since cases of this nature represent the majority of this job's time commitment, the communication role is appropriate at level 4.

**Benchmark 47  
Park Supervisor  
Environment**

**March 19, 2004**

**Factor 1 (3)**

As one of three Park Supervisors reporting to the Park Area Manager, manages the day to day operations for an assigned park area including:

park program implementation;  
developing operating plans;  
budget development;  
monitor leasing agreements;  
complaint investigation; and  
property management and procurement.

For example, conducts research and analysis on budget allocations, expenditure and revenues to determine the cause of shortfalls and identify possible solutions; and reviews and researches cottage or commercial lease agreements to evaluate the conditions and subsequent lessee compliance.

*Factor 1 Rationale:*

Level 3 is met as the primary role of the job requires proactive planning within goals established by the Park Manager and interpretation of established regulations and policies. While there are a variety of elements involved in the planning role, level 4 is not met as outcomes are usually known.

**Factor 2 (4)**

As one of several Park Supervisors within the Parkland EcoRegion, impacts on all aspects of park operation within the geographical area including the safety and enjoyment of park visitors who use the area, facilities and programs. Impacts on the maintenance of physical assets of the park including water and sewage systems, landfills, buildings, swimming pools, campgrounds, etc.

Responsible for up to 40 staff, expenditures of \$880,000 and revenue of up to \$500,000.

*Factor 2 Rationale:*

This job's impact is greater than BM50, Operations and Planning Engineer. While BM50 impacts on the safety of the traveling public through site specific roadway or roadside improvements, BM47 has ongoing responsibility for all aspects of a park operation. In addition, this job has responsibility for 40 staff whereas BM50 has co-op students from time to time.

**Benchmark 47**  
**Park Supervisor**  
**Environment**  
**Page 2**

This job's impact is similar to BM32, Project Engineer which is one of several in the province that impact on all aspects of highway construction projects resulting in the safety and efficiency of movement of people and goods. Although BM32 has greater expenditures (\$9 million vs. \$880,000 and \$500,000 in revenue), this is offset by a significant responsibility for park assets. Both jobs have equivalent staff.

Although this job has greater staff, budget and revenue impact than BM18, Precambrian Project Geologist, its impact is restricted to one park area. In contrast, BM18 is one of several in the province impacting on broad exploration and economic development activities of the mineral industry.

**Benchmark 48**

Director, Systems Services  
(previous Industry and Resources)

January 4, 2008

**Factor 1 (5)**

Reporting to the Executive Director, Corporate Services, leads the development and implementation of the ministry's information technology infrastructure and strategic plan. This includes planning and designing the ministry's business and technology architecture and directing the development, enhancement and on-going maintenance of application systems to meet program operation needs.

*Factor 1 Rationale:*

The planning and forecasting skill required exceeds the anticipation of needs and trends addressed in level 4 and meets level 5 due to the substantial reliance upon the position for planning and designing the business and technology architecture integrating all ministry programs and services into a comprehensive systems framework. Although the job is creating a framework in which others will operate, level 6 is not met as the job does not report to the Deputy Minister.

**Factor 2 (6)**

The job impacts on ministry programs optimizing efficiency through planning, design and maintenance of business systems. Enhances productivity of approximately 400 staff in the ministry through delivery of systems application and support services. Impacts on effective administration of new legislative/regulatory changes and on timely and accurate calculation revenues such as oil and gas royalties and taxes. Ensures security of information through backup, retention, disaster recovery and audit controls.

Responsible for 22 professional and support staff and an expenditure budget of \$ 2.2 million.

*Factor 2 Rationale:*

This job is greater than BM33, Manager, Branch Systems Solutions as it has direct impact on all aspects of the ministry information system. Although BM33 impact extends to support health services technology, it has responsibility for one aspect of the information technology system (network and system development aspects) and shares availability of health services information impact with other managers.

While BM02, Deputy Director of Security for the Saskatoon Correctional Centre has significantly more staff (100 vs. 22) and budget (\$12million vs. \$2.2 million) and impacts on the institution's operations for 300 inmates, this job, on balance, has equivalent impact with developing and delivering diversified IT services for a ministry of 400.

**Benchmark 48**

Director, Systems Services

**(previous Industry and Resources)**

**Page 2**

While the staff and budget elements are comparable to BM23, Director, Human Resources, the human resource function in the Ministry of Highways extends to significantly more staff (1500 vs. 400) and also involves responsibility for safety programs for the field staff in the ministry.

Factor 1 (4)

One of two positions reporting to the Director, Policy, Planning and Evaluation conducting research, policy and program development and evaluation on a wide range of justice related issues. Provides support to the ministry strategic planning and performance measuring activities.

Provides expertise to ministry staff regarding public policy formation, program development and evaluation. Expertise is applied in: identifying and reviewing justice policy issues; leading committees which may include stakeholders from the community and/or other ministries or governments; developing and consulting on strategies for the evaluation of programs. The position analyzes, evaluates and or/monitors issues such as: a new urban Aboriginal, community-based program focusing on holistic approaches to family violence; ministry processes in administration of consumer protection legislation; the impact on consumers of consumer protection legislation; the impact of closing court sites; the effectiveness of and development of policies for victims services, Aboriginal and Restorative Justice, crime prevention.

*Factor 1 Rationale:*

Although some research and policy work involves the development of a new program (e.g., family violence), level 5 is not met as the typical nature of the work relates to specific programs or policy (as requested from any area of the ministry), and not the development of comprehensive and stand-alone vision and strategy.

Factor 2 (5)

One of two positions in the branch that impact on justice programs and issues that arise from any area in the ministry affecting victims, offenders, ministry staff and the community at large. Impact includes: improving the effectiveness of programs and services; and ensuring changes to programs/new programs meet the identified client needs/gaps in service, consistent and accurate implementation of programs, and that programs are consistent with strategic planning and performance management activities in the ministry. Impacts on the understanding of community groups on justice issues through representation on committees (e.g., Integrated Schools, Community Development, Justice Council, Aboriginal groups). Impacts on the design of ministry and national justice databases through committee work.

Monitors and allocates up to \$100,000 in research funds for projects and co-ordinates research projects undertaken by branch staff.



*Factor 2 Rationale:*

This job is stronger than BM16, Human Resource Consultant, Health, as it impacts on programs and issues from any area of the ministry and the delivery of justice services affecting victims, offenders, ministry staff and the community. BM16 impacts on the ministry's ability to attract and retain employees, the consistent application of HR policies, effective change management initiatives, and the labour relations climate within assigned branches.

This is one of two jobs, which impact on specific programs and issues as assigned from any area of the ministry and the delivery of justice services affecting victims, offenders, ministry staff and the community at large. This impact is similar to BM04, Director, Maintenance Enforcement, which manages a province-wide program to register, monitor and enforce child and spousal maintenance impacting on 40,000 claimants and respondents and 35,000 children. However, BM04 is rated one level higher than this job as it is responsible for significantly greater staff and budget (i.e., 40 staff versus co-ordinating research projects undertaken by branch staff and a budget of \$1.6M and the disbursement of \$30M versus monitoring and allocating up to \$100,000 in research funds for projects).

**Benchmark 50**  
**Operations and Planning Engineer**  
**Highways and Infrastructure**

**January 4, 2008**

**Factor 1 (3)**

Reporting to the Operations Director, performs engineering studies that the ministry uses to improve the safety and use of the region's roadways and roadside areas. Responds to client questions/complaints by providing information on ministry programs and services and the use and application of traffic operations and roadway management policies, standards and procedures. The job analyses, interprets and applies existing engineering standards and common practices in performing studies to identify:

safety problems (e.g., steep side slopes, poor access or approach to highways, lack of proper signage or pavement markings);  
capacity problems (e.g., traffic flow/count);  
right-of-way problems ( e.g., a ditch beside a roadway is flooding and a utility company cannot gain access);  
improvement costs (e.g., cost of adding turning lanes, putting up signals at interchanges, etc.);  
improvement benefits (e.g., investigates accident sites to determine safety problems and roadway or roadside improvements).

For example, where land or a right-of-way area has been flooded, the position researches the drainage patterns, surveys the area, determines the run-off, evaluates the culvert size and recommends to management alternatives or solutions based on the application of existing standards.

*Factor 1 Rationale:*

Level 3 is met as the position is required to perform research to determine solutions where issues have arisen and been brought to the attention of the position for assessment (e.g., roadside flooding). This does not meet level 4 as the typical nature is situation specific and there is no requirement to anticipate future needs and trends.

**Factor 2 (3)**

As 1 of 2 Junior Operation Engineers within the region (6 in total within the ministry) impacts on the quality and accuracy of specific site information collected and on the identification of improvements required. The ministry considers improvement recommendations in planning regional/provincial capital and preservation expenditures. Impacts on client understanding by explanation of policies, standards or procedures.

**Benchmark 50**  
**Operations and Planning Engineer**  
**Highways and Infrastructure**  
**Page 2**

Responsible for co-op students on individual projects as required.

*Factor 2 Rationale:*

The nature of this job's impact is greater than BM15, Administrative Assistant, Human Resources which ensures accurate processing of benefits documentation for the ministries of Justice and Corrections and Public Safety and contributes to employee understanding of their benefit plans. By contrast, this job impacts on the safety of the travelling public through recommending roadway or roadside improvements.

This job's impact is less than BM47, Park Supervisor, which has ongoing responsibility for all aspects of a park operation (area maintenance, physical assets, programs for the safety and enjoyment of park visitors). In addition, BM47 has direct responsibility for 40 staff, expenditures of \$880,000 and revenue of \$500,000 while this job has responsibility for co-op students on occasion with no direct budget responsibility.

## **Benchmark 51**

Assistant Deputy Minister, Operations  
Highways and Infrastructure

January 4, 2008

### **Factor 2 (10)**

Impacts on the safe and efficient movement of people and goods on provincial highways through development and maintenance of all aspects of provincial highway infrastructure (roads, highways, northern airports and bridges) design, construction and preservation. Includes responsibility for:

Engineering services (including municipalities);

Standards relating to construction, maintenance and traffic operations (e.g., signing, road to land access controls, safety barrier requirements, snow removal, etc.);

Transport compliance - commercial motor vehicle enforcement operations;

Trucking industry programs;

Transportation facilities operations (e.g., equipment maintenance, ferry services).

Impact extends to all highway users, industry (e.g., mining, timber, bulk commodity), roadbuilding contractors, consultants and material suppliers. For example, the forest industry relies on reconstruction of existing roads, construction of new roads and upgrading of bridges to allow timber extraction at the required weights. Impacts local government and Indian Band relationships relating to joint management and usage of infrastructure.

Responsible for 5 Executive Directors, 2 Directors and 1200 staff. Controls budget expenditures of \$210 million and revenues of \$5 million.

#### *Factor 2 Rationale:*

This job is greater than BM01, Executive Director, Population Health which impacts a portion of the overall health system. By contrast, this job has sole and direct responsibility for all aspects of provincial highway infrastructure design, construction and preservation ensuring the safety of the travelling public as well as the safety of the staff during highway construction and maintenance projects and enhancement of local economies through provision of access. In addition, this job has a significantly greater number of staff (1200 versus 45).

## **Benchmark 52**

Director, Science and Technology  
Curriculum and Instruction

January 4, 2008

### **Learning**

#### **Factor 1 (5)**

Reporting to the Executive Director, manages the development of the province's K-12 core curriculum for the science, mathematics and practical and applied arts areas. There is substantial reliance on the position for guidance and counsel regarding curriculum design, evaluation and implementation (e.g., overseeing curriculum committees). The position assesses the needs of employers and post-secondary institutions to determine the current and long-term suitability of the curricula; defines areas of desirable change in content or delivery; evaluates new materials (e.g., curriculum guides, information bulletins) where applicable; and establishes pilot programs and implementation activities.

#### *Factor 1 Rationale:*

The job meets level 5 as the typical nature of the work requires the development of long-range strategies (i.e., some a generation ahead) in order to develop original and innovative material that meets the future needs of students and employers in the workplace.

Although the job is creating the framework in which others will operate, level 6 is not met as the position manages a segment of the overall curricula and does not report to the Deputy Minister.

#### **Factor 2 (7)**

As 1 of 3 curriculum unit directors (Science and Technology, Social Sciences, Humanities), impacts on the content (e.g., balanced cultural perspective) and quality of a significant segment of the curricula delivered to approximately 200,000 students in the province's K-12 education system. This includes the areas of mathematics, science, technology and practical and applied arts. Contributes to the competency in delivery of new or revised curriculum by establishing pilot programs, designing implementation activities and providing instruction and information guides for the field. Impacts on implementation costs associated with new or revised curriculum (e.g., capital expenditures for facilities, lab equipment, and materials). Shares impact with other unit directors in ensuring the curricula adheres to the requirements of post-secondary institutions and meets the needs of future employers (i.e., a competent contributing skilled work force).

Responsible for a team of 6 professional and support staff. Supervises curriculum committees established for curriculum development.

## **Benchmark 52**

Director, Science and Technology

### **Curriculum and Instruction**

#### **Learning**

#### **Page 2**

#### *Factor 2 Rationale:*

The job's impact is greater than BM02, Deputy Director, Security, Saskatoon Correctional Centre, which impacts on the health and safety of the inmate and staff population within an institution housing on average 300 inmates and 250 staff. In contrast, BM52 impacts on all students within the province's K-12 education system (i.e., approximately 200,000 students) through delivery of curriculum for the science, mathematics and practical and applied arts areas, which comprise almost 40% of the total subject matter delivered to students.

The job's impact is less than BM24, Director, Environmental Protection Branch. While this position impacts on approximately 40% of the total subject matter curriculum delivered to approximately 200,000 students in the province's K-12 education system, its impact is not as broad as BM24. BM24 impacts more broadly on the general public (all ages versus students within the K-12 education system) by directing programs that ensure the long-term sustainability of the province's primary air, water and land resources and clean air and a healthy ecosystem for all residents. BM24's impact extends to all municipal governments, several government ministries and agencies, all large industries and several thousand businesses impacted by enforcement and monitoring programs, policies and/or legislation.

Benchmark 53

**Deputy Minister's Administrative Assistant  
Agriculture and Food**

**January 4, 2008**

**Factor 1 (2)**

Reporting to Deputy Minister, manages the administration of the Deputy Minister's Office.

The position is relied upon to provide expertise to ministry staff on office management practices relating to internal communication and documentation processes that affect the ministry's administrative support functions. This includes providing direction regarding documentation going to the Minister's Office such as Cabinet Decision Items, Treasury Board Submissions, Orders-in-Councils, briefing books, etc. As the ministry contact with the Minister's Office, edits all material prepared by senior ministry officials for the Deputy Minister's or Minister's signature.

*Factor 1 Rationale:*

The position's expertise exceeds level 1 as it is assigned the role of finality of action with respect to documentation sent to the Minister's office. Planning requirements include integration of office administration and support functions across the ministry. Although the position manages the day-to-day operations of the Deputy Minister's Office, level 3 is not met as the issues surrounding office management practices and gathering background information are not equivalent to in-depth analysis required at level 3.

**Factor 2 (3)**

Impacts on the image of the Deputy Minister's Office by ensuring the accurate completion and timely flow of documents and information (e.g., correspondence, briefing material, Cabinet Agenda Items, Treasury Board submissions) to the Minister's Office and other government officials and ministry stakeholders. Impacts on consistent and efficient ministry administrative or operational processes and policies applied throughout the ministry. Impacts on accurate budget forecasting and approval of office expenditures.

Supervises 3 secretarial support within the Deputy Minister's Office and provides direction to all ministry support staff and senior managers on government office management standards.

*Factor 2 Rationale:*

While BM45, Administrative Assistant has responsibility for a couple more staff, it impacts on branch administrative activities rather than the administrative support functions for the ministry as a whole.

Benchmark 53

**Deputy Minister's Administrative Assistant  
Agriculture and Food**

**Page 2**

Although BM62, Junior Protocol Officer affects perceptions of foreign delegations and potential future relations of the province with the various countries through the co-ordination of specific events, the Deputy Minister's Secretary impacts on the image of the Deputy Minister's office as well as ministry administrative support functions enabling senior management to perform their work effectively. And, with the responsibility for 3 staff and a matrix responsibility for ministry support staff and senior managers, these jobs, on balance, are equivalent.

Impact is less than BM16, Human Resource Consultant, Health, which has direct impact in providing all human resource consulting services (classification, staffing, labour relations, organizational development) to an assigned portfolio within the ministry.



**Benchmark 54**  
**Judge's Administrative Assistant**  
**Justice**

**January 4, 2008**

**Factor 1 (2)**

Reporting to the Executive Assistant to the Chief Justice of Saskatchewan, manages the private chambers of two Court of Appeal Justices and provides secretarial and administrative support to the Executive Assistant to the Chief Justice of Saskatchewan and other members of the Court of Appeal.

The position's responsibilities include: screening and responding to electronic correspondence; scheduling meetings and conference calls; cataloguing, indexing and filing correspondence and other materials; coding and processing invoices; screening the judge's telephone calls and responding to inquiries; and, maintaining a schedule of the judges' activities and deadlines including diarization of when judgments should be issued. Typing and proofreading judgments requires verifying all citations and quotations and advising the judge of any inaccuracies in situations where the information is usually clear (e.g., the case cited by the defense lawyer is under appeal and therefore not useable; the case cited by the prosecution is not related to the case being heard).

*Factor 1 Rationale:*

The level of expertise required to research citations and exercise judgement in the content as it applies to the case at hand exceeds level 1 and meets level 2 for substantial reliance upon the position's expertise for finality of documentation for the Judge. This is not equivalent to the in-depth analysis of level 3 to interpret how existing standards should be applied.

**Factor 2 (1)**

Provides secretarial and administrative support for two of seven Court of Appeal Justices, as well as for other members of the office. The position impacts on the image and smooth operation of all aspects of the administration of the judges' offices and the efficient typing of legal documentation (e.g., judgments, fiats, endorsements).

*Factor 2 Rationale:*

Providing secretarial and administrative support to two Court of Appeal Justices is not as strong as BM45, Administrative Assistant, which impacts on the office management and administrative processes across all regions in the province and has direct supervisory responsibility for 4-6 staff.

## **Benchmark 55**

Assistant Deputy Minister,  
Policy & Financial Services  
**Agriculture and Food**

January 4, 2008

### **Factor 1 (6)**

Reporting to the Deputy Minister, oversees:  
ministry policy and program development and implementation;  
development, implementation and delivery of agricultural financial programs;  
the Saskatchewan Crop Insurance Corporation (SCIC) including overall policy framework,  
administrative structure and budget for delivery of crop insurance programs;  
co-ordination of the ministry's strategic planning.

Provides leadership in the evaluation and integration of existing programs and policies to establish overall ministry policy framework and direction. This includes taking into account global and domestic agricultural and food policy and economic issues, elements of risk management, trade, transportation and land use policies and developing new methodologies or approaches to manage available resources.

#### *Factor 1 Rationale:*

This job meets level 6 for providing leadership on broad ministry and SCIC strategies and frameworks and managing the interests and risks associated with long-range policy and strategy development.

### **Factor 2 (10)**

Impacts on the province's economic growth and viability of the agri-food industry including global and domestic impact through policy, research and program development. Impacts directly on agribusiness and food processors providing financial opportunities through investment management, loan portfolio administration, loan guarantees, grants, rebates and incentive programs. Impact extends to the financial and emotional well-being of Saskatchewan's farmers providing transition assistance to those families with persistent low incomes and stress management, financial and business planning and counselling services. Impact also includes SCIC clients who purchase insurance through federal/provincial production risk programs. Contributes to the development of federal policies and programs.

Responsible for the work of 3 Branches including 432 staff and controls budget expenditures of approximately \$240 million. In addition, financial programs include \$55 million in loan guarantees, a loan portfolio of \$66 million and equity investment portfolio of \$22 million.

**Benchmark 55**

ADM, Policy &amp; Financial Services Division

**Agriculture and Food****Page 2***Factor 2 Rationale:*

This job is greater than BM14, ADM, Industry Development. Although BM14 has economic development impact on all sectors of the economy, this job has broad cross-ministry impact on policy and program development and implementation, agricultural financial program delivery directly affecting agri-food industry clients. In addition, this job has direct overall responsibility for SCIC and the associated insurance client base. Impact on staff and financial resources is also greater. While this job has 432 staff and a budget of \$240 million, \$55 million in loan guarantees, a loan portfolio of \$66 million and equity investment portfolio of \$22 million, BM14 has 80 staff with a \$9.4M budget and \$2.5M in economic development funding.

**Benchmark 57**  
**Assistant Deputy Minister, Operations**  
**Social Services**

**January 4, 2008**

**Factor 1 (6)**

Reports to the Deputy Minister and oversees the delivery of ministry programs through regional offices (Family & Youth Services, Income Security, Career and Employment Services).

Provides corporate direction and leadership to Regional Directors on operational problems, resource management, organizational design and program policy/standard application. Provides leadership province-wide in the development of strategic regional service delivery policy (including mechanisms specific to Northern Communities), annual operating and resource plans, and program goals and objectives.

*Factor 1 Rationale:*

Position meets level 6 as it has final oversight for frameworks and strategies to manage various public needs and potential ramifications in the delivery of the ministry's primary functions (i.e. income security, career and employment services, child welfare, etc.).

**Factor 2 (10)**

Impacts on the effective and efficient province-wide delivery and accountability of the ministry's programs and services that provide clients with the skills to enhance career prospects and experience less welfare dependency, child abuse and family violence.

Impacts on the design and operation of 22 financial and social programs affecting over 40,000 clients. Diversity of programs includes: Youth Protection, Resource Development, Sexual Abuse Treatment Unit and Family Builders, Adoption/Teen and Young Parent Program, Family Preservation, Family Connections, Dales House, Eden House, 16-17 Year Old Program, Income Security Intake, Verification, Alternative Measures, Community Outreach, Accounts, Records, Clerical and Program Support. Also impacts on Career and Employment Services delivered through Canada-Saskatchewan Centres which provide a single entry point for individuals to a broad range of career and employment services (e.g., career counseling, resume writing, employment programs through partnerships with industry and business, training). This impacts directly on 8,000-10,000 program participants per year and 5,000 employers. Ensures accountability and security of financial and program information and control systems.

Responsible for a team of 6 Regional Directors, 1000 staff and a budget of \$105M.

**Benchmark 57**  
**Assistant Deputy Minister, Operations**  
**Social Services**  
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*Factor 2 Rationale:*

BM 14 ADM, Industry Development, impacts on the climate for creation, growth and attraction of businesses and co-operatives in the province in all sectors of the economy through planning and formulating programs, policies and initiatives for delivery of provincial economic development services through eight regional offices. That level of impact is equivalent to this job which impacts on 40,000 clients through provision of direct financial and emotional assistance programs (i.e., income security, child welfare) through 6 regional offices and on a further 10,000 clients and 5,000 employers through provision of career counseling services. However, this job is stronger because it also has responsibility for 1000 staff whereas BM14 has 80 and for \$105M budget whereas BM14 has \$12M.

**Benchmark 59**  
**Nursing Administrator**  
**Valley View Centre**  
**Social Services**

**February 23, 2004**

**Factor 2 (4)**

One of three Nursing Administrators responsible for the overall operation of the institution on assigned shifts (evenings and weekends). Impacts directly on the safety and health of the approximately 350 residents of Valley View Centre by ensuring staff coverage and responding to crisis situations such as elopements, accidents, resident medical concerns, fire and maintenance problems. Contributes to the development of internal nursing policies, systems and procedures as part of the nursing management team and impacts on individual cases and methods of work while on assigned shifts.

Responsible for approximately 70 direct care personnel on 13 units, on assigned shift. Overall responsibility for client care rests with the Director of Resident Care or the Cottage Supervisors.

*Factor 2 Rationale:*

As one of three Nursing Administrators impacting on the continuity of patient care for 350 residents at VVC (ensuring staff coverage at all times and responding to crisis situations), this job is not as strong as BM36, Manager Farm Stress Unit which, although the position has less staff and direct client responsibility, has first response responsibilities on a province-wide basis for the well-being of clients accessing the farm stress line and influences the creating of financial relief programs in the ministry. Impacts on educational programming to enhance the farm community's ability to respond to difficult economic and isolation situations.

Impacting on the health and safety of 350 residents at VVC (ensuring staff coverage at all times and responding to crisis situations) is stronger than BM50, Operations and Planning Engineer which recommends roadway or roadside improvements that affect the safety of the travelling public through the lower third of the province. Also, this job shares the supervision of 70 staff versus BM50, which supervises co-op students on individual projects as required.

## **Benchmark 60**

Financial Management Analyst  
Provincial Comptrollers  
Finance

January 4, 2008

### **Factor 1 (4)**

As one of several analysts reporting to one or more managers within the branch on a project basis, provides financial accounting and financial management expertise to senior financial officers in portfolio ministries, the Provincial Comptroller, Treasury Board and/or Cabinet. Depending on the nature of the projects assigned, the position: prepares government financial statements (e.g., General Revenue Fund, Summary Financial Statements); and/or develops and implements financial accounting or management policies or practices for executive government and entities responsible to Treasury Board (e.g., policy for accrual accounting and capital assets, policy for late interest payments to suppliers).

Expertise is applied in: recommending accounting treatment for transactions with little or no precedent (e.g., Federal Government Transfer payments, complex debt transactions); assessing the implications of and applying new accounting standards in the public sector (e.g., government-wide budgeting, accounting for government grants); assessing risks and recommending internal control solutions for new large ministry systems (e.g., Saskatchewan Savings bond Registry system); analyzing and critiquing emerging national accounting standards as they are being developed; preparing summary financial statement based fiscal forecasts; and researching and recommending strategies to address Provincial Auditor issues or financial statement qualifications.

#### *Factor 1 Rationale:*

The typical nature of the work is equivalent to level 4, which requires a senior level of expertise in order to assess the work of and provide counsel to clients, ministry analysts and junior financial management analysts and to analyze financial system needs and develop solutions where issues are not always identified (e.g., reviewing proposed legislative changes and potential implications for assigned ministries).

### **Factor 2 (5)**

Impacts on the accuracy and efficiency of revenue and expenditure systems and the soundness of financial management practices within one or more government ministries. This can affect a large range of financial management topics such as cash management, payment processing, internal control, inventory management, banking processes, etc. Impacts on the planning and development of new or revised systems and ensures financial management systems/practices are consistent with government standards and policies and that adequate financial controls are in place. Has contributory impact on broader program policies and issues, which ultimately affect how the revenue and expenditure systems in ministries interact with the general public.

**Benchmark 60**

Financial Management Analyst

**Provincial Comptrollers**

Finance

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*Factor 2 Rationale:*

This job's impact is greater than BM17, Classification Consultant, which is 1 of 7 or 8 consultants which are typically responsible for following established standards in responding to specific position reviews and maintaining equity within assigned ministries. In contrast, BM60 is responsible for reviewing whole financial management systems.

This job's impact is less than BM20, Integrated Resource Manager. Reviewing and approving resource allocation plans and development proposals within 1 of 5 EcoRegions, impacting on long-term sustainability in areas such as fisheries, wildlife, land-use, oil and gas, wetland management, and aboriginal involvement, is greater than ensuring ministry accounting systems provide sound financial management practices.



**Benchmark 62**

Junior Protocol Officer  
Government Relations

January 4, 2008

**Factor 2 (3)**

As one of 2 Protocol Officers, impacts on the preparedness of government officials to meet with foreign guests ensuring appropriate briefing material is available. Contributes to the positive perceptions that diplomats, consular corporations and foreign delegations have of Saskatchewan while visiting the province by effective and timely co-ordination of itineraries and logistics. Impacts the appropriateness of venues and activities based on the particular ethnic group including incorporation of cultural sensitivities.

*Factor 2 Rationale:*

This job is similar to BM53, Deputy Minister's Administrative Assistant which is responsible for setting the direction and tone for secretarial support services within the ministry and the preparedness of the Deputy Minister, Minister and senior managers in the ministry to perform their work.

Although both have project responsibility, BM32, Project Engineer directly affects the safety and efficiency of movement of people and goods through planning and building of roads through highway projects whereas this job's impact is more indirect with respect to creating positive perceptions of foreign delegates coming to the province.

**Benchmark 64**  
**Assistant Deputy Minister, Policy, Community**  
**Living Division and Disabilities**  
**Social Services**

**January 3, 2008**

Factor 3 (4)

There are jurisdictional, political, and public concerns that relate to the government's historical responsibility for managing public/taxpayers dollars and handing this over to the First Nations communities (both on and off reserve). Public debate has been on such issues as accountability (e.g., handling of public dollars and fairness of employment opportunities, disbursement of money to others etc.) and special treatment for First Nations that not everyone feels is appropriate.

This position represents the government with FSIN and 17 First Nations Child and Family Services Agencies to achieve agreement on the delivery of social programs on reserves. First Nations' position is that they have full jurisdiction on reserve for services. Government's position is that, ultimately, the Minister is responsible for on-reserve services (through delegation).

There is much debate among stakeholders, interest groups, other ministries, Federation of Indian Nations, individual First Nations, Indian and Northern Affairs, third party interest groups (i.e., Union in terms of devolution of services, CBO's providing services, Children's Advocate, etc.), and local government authorities. There is a responsibility for this position to respect the self-government agenda, treaties and the Indian Act with respect to developing agreements and negotiating new approaches (i.e., off reserve services).

*Factor 3 Rationale:*

The difficulty and sensitivity of the issue of social program delivery on and off reserve (one of many such issues with which this position is faced) is equivalent to that found at level 3. However this, combined with the fact that the issue has been subject to long-term debate demonstrates the need for development of longer-term systemic improvements spoken to at level 4.

**October 4, 2013**  
**Benchmark 65 (New)**  
**Manager, Remote Support Services**  
**Information Technology Office**

**Factor 1 (4)**

Reporting to the Executive Director, Operational Services and IT Transformation, this position manages the escalation and prioritization of remote support problems across government.

The position is primarily responsible for identifying and developing solutions and strategies to address recurring computer problems (e.g., software distribution, security threats) that negatively impact information technology service level performance. Calls from employees in government ministries are diagnosed and resolved, where possible. If resolution is not possible, the issues are rerouted to other technical areas such as the Applications Branch in the ITO.

*Factor 1 Rationale:*

The BM's planning role is to identify and resolve remote support problems through researching and analyzing patterns and trends across government. This is equivalent to level 4 as the job not only develops solutions to existing problems, but plans the means and methods to deliver services across all ministries which requires anticipation of future needs, trends and problem management. While the job makes necessary operational changes to enhance services to clients, the nature of the job's role does not require development of a comprehensive, integrative vision and strategy which is necessary to meet level 5.

**Factor 2 (5)**

Impacts on the productivity of approximately 13,000 users across government to ensure diagnosis and resolution of IT incidents. Ensures network and system developments meet the needs of the ministry. Ensures processes relating to call tracking, customer service and escalation of incidents are efficient and effective. Also ensures adherence to software distribution and remote standards which requires detecting, locating and removing unauthorized software and security threats.

The job is responsible for the work of 15 staff and for an expenditure budget of \$2.5 million.

**Benchmark 65**  
**Manager, Remote Support Services**  
**Information Technology Office**  
**Page 2**

*Factor 2 Rationale:*

This job's impact is greater than BM16, Human Resource Consultant, Health, which is 1 of 3 human resource consultants impacting on internal human resources issues within a portfolio. BM65 impacts directly on the functioning of technical systems and the resolution of individual issues as well as broader system wide issues across government.

This job's impact is less than BM05, Director, Kilburn Hall. While BM65 impacts a larger client group (13 000 employees across government vs. a facility) it shares the impact with 4 other managers and a director within the Corporate Information and Technology Branch, whereas BM 05 has a more pervasive impact on all aspects of the facility, which includes ensuring the safety and security needs of residents, staff, and the community, as well as all aspects of the residents care and the operation of the facility. Additionally, BM 65 has a significantly smaller staff complement (15 vs 146).

**October 4, 2013**  
**Benchmark 66 (New)**  
**Executive Assistant to the Chair,**  
**Financial Services Commission**

Factor 2 (1)

Impacts on the image of the Financial Services Commission through the timely and accurate completion of documents (including Board's decisions) and requests for information to the Minister's office, government officials, unions, employers and stakeholders.

Ensures scheduling of hearings in an efficient and timely manner, tracking exhibits and disseminating hearing decisions.

Ensures accurate and timely submission of the invoice payments and the budget forecast of \$1.2M for the agency.

The position has no direct staff or matrix responsibility for others not reporting to the position.

*Factor 2 Rationale:*

BM15, Administrative Assistant, HRB has a greater scope of impact than the topic position as it impacts directly on summer students through ability of to hire them (i.e., administering the summer student program) and through processing benefit plans for the ministry of Corrections, Public Safety & Policing (CPSP).

Note: Administrative support jobs rated at level 2 typically have direct responsibility for at least 3 staff, significant matrix responsibility, and/or provision of support to employees in a large division or ministry. For example, most ADM secretaries in large ministries are rated at 2 as they provide support to large divisions with up to 800 employees and have responsibility for some of the work of other support staff in their division. Because the Financial Services Commission is a significantly smaller agency than CPSP (30 – 40 employees versus 2,000), the extent of impact is significantly different.

**October 4, 2013**  
**Benchmark 67 (New)**  
**Director, Apprenticeship**  
**Apprenticeship and Trade Certification Commission**

**Factor 2 (7)**

The job impacts the development and implementation of policy, legislation, regulations and programs with respect to province-wide apprenticeship training and certification of trades. Responsible for development and maintenance of training curriculum, assessments, registrations, certification and qualifications of apprentices, tradespersons and journeypersons. Impacts on the supply of skilled workers to meet demand in Saskatchewan and the mobility of skilled workers in and out of the province through the development and implementation of new agreements and partnerships (e.g. Agreement on Internal Trade, New West partnership agreements).

Responsible for 40 staff, a budget of \$4.6 million and revenue generation of \$2.2 million. Impacts on 9000 apprentices in 47 registered trades among over 8000 employers in the province.

*Factor 2 Rationale:*

The job is stronger than BM04, Director, Maintenance Enforcement. While BM04 is also responsible for a provincial program and impacts on a greater number of clients (40,000 vs. 9000), it impacts on administrative processes required to secure maintenance payments as determined by the courts. By contrast this job impacts on all aspects of the apprenticeship training and certification program (legislation, development, implementation, monitoring, training curriculum) for numerous occupations in the province. There is no significant difference between the jobs with respect to staff and budgetary responsibility.

The job is weaker than BM07, Regional Director, Regina Region which impacts on the delivery of a wider variety of programs (child protection, adoption, family preservation, income security, sexual abuse, etc.). In addition, BM07 has significantly greater impact with respect to staff (300 vs. 40) and budget (\$85 million vs. \$4.6 million) responsibilities and impact on a greater number of clients (26,000 vs. 9000).

**October 4, 2013**

**Benchmark 68 (New)**

**Director, Finance, Accountability and Corporate Services**

**First Nations and Métis Relations**

**Factor 1 (6)**

Reporting to the Deputy Minister, provides overall leadership for the development and delivery of the ministry's corporate services including the following areas:

strategic planning and performance management processes;  
finance and administration including: financial planning, reporting and controls; budget development; fiscal forecasting; accommodation management; internal auditing and accountability; financial administrative policies and procedures;  
negotiate on-going service agreements for the provision of information technology and human resources; and  
deliver the provincial First Nations Gaming Program through distribution of the province's gaming proceeds and implementing appropriate accountability measures.

*Factor 1 Rationale:*

Since the job reports to the Deputy Minister and is accountable for establishing the overall strategy and framework for a number of areas integrated across the ministry, it is equivalent to level 6. While the transactional processes for payments, etc. are done in the ministry of Municipal Affairs, the final oversight for the strategy and framework is this job's role.

**Factor 2 (6)**

The job impacts on a variety of internal ministry programs optimizing efficiency and accountability through planning and delivery of central finance and administration and strategic planning components. Ensures quality financial controls and reporting and enhances productivity of approximately 74 staff in the ministry through delivery ensuring quality support services including HR, IT and accommodation services. Additionally, the job impacts on the enhancement of First Nations economic development, job creation and other initiatives through disbursement of provincial gaming proceeds through the First Nations Gaming program. Impact extends to those First Nations bands and organizations that access the program and the job ensures appropriate and consistent use of funding.

The job is responsible for: 6 direct staff; an expenditure budget of \$ 2.8 million; consistent disbursement of approximately \$50 million relating to the First Nations Gaming Program; \$250,000 revenue; and planning, forecasting and reporting on \$75 million of the ministries budget.

## **Benchmark 68**

### **Director, Finance, Accountability and Corporate Services First Nations and Métis Relations**

#### **Page 2**

##### *Factor 2 Rationale:*

BM48, Director, Systems Services optimizes efficiency through planning and delivery of internal core services for the design and maintenance of business systems. With the same direct budgets (\$2.2 million vs. \$2.8 million), BM48 serves a ministry of 400 with a direct responsibility for 22 staff, whereas the topic position serves a ministry of 73, with 6 staff. While BM48 supports a larger ministry and has a marginally greater staff complement, the topic position's added responsibility of the First Nations Gaming Agreement make the two positions equivalent.

BM 23, Director, Human Resources and the topic position both have impact on internal ministry-wide core services with a similar staff component (15 vs 6) and direct budget (\$1.1 million vs. \$2.8 million). BM 23 has responsibility for a complete HR function servicing 1500 employees where as the topic position has 2 primary internal functions (finance / administration and strategic planning processes) with some impact on HR and IT through maintaining service agreements, for approximately 75 employees. Despite the added responsibility for the provincial First Nations Gaming program, the differential of employees impacted through internal ministry central services is not a comparable extent of impact.