



Job Evaluation Manual

for

**WAPSO and
WAPSO-Exempt Jobs**

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*Jointly reviewed and updated by the
City of Winnipeg/Winnipeg Association of
Public Service Officers
Job Evaluation Manual Review Committee*

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Factors, Grades and Points

Factors/Grade	1	1.5	2	2.5	3	3.5	4	4.5	5	5.5	6	6.5	7	7.5	8	8.5	9
Complexity/Judgement	10	15	20	28	35	43	50	60	70	80	90	105	120	135	150		
Education	10	15	20	25	30	38	45	55	65	78	90	105	120				
Work Experience	10	15	20	25	30	35	40	50	60	70	80	90	100	113	125	138	150
Independence of Action	10	15	20	25	30	40	50	60	70	80	90						
Result of Errors	5	8	10	15	20	30	40	50	60	70	80	90	100				
Contacts	5	8	10	15	20	25	30	40	50	60	70	85	100				
Character of Supervision	5	8	10	15	20	30	40	50	60	70	80						
Scope of Supervision	Points assigned dependent on number of staff supervised, max. points 50. (see page 64 , 65)																
Physical Demands	5	8	10	13	15	18	20	25	30								
Working Conditions	5	8	10	13	15	18	20	25	30	35	40						

Introduction

The purpose of job evaluation is to establish the relative ranking of jobs within an organizational group by means of a systematic analysis of the job content.

Job evaluation is based on two premises:

1. Certain identifiable elements or factors are present in all jobs but to varying degrees.
2. These identifiable elements or factors can be objectively measured or evaluated.

The ten factors are:

1. Complexity-Judgement
2. Education
3. Work Experience
4. Independence of Action
5. Result of Errors
6. Contacts
7. Character of Supervision
8. Scope of Supervision
9. Physical Demands
10. Working Conditions

This manual provides the definitions of these factors. It also identifies grades within each factor and provides guidelines and explanations for their proper use. Each grade within a factor has a numerical point value. The point value assigned to a grade is the result of extensive statistical research and practical experience. Points allocated vary from factor to factor. Within a factor they systematically increase by grade. These differences reflect the weightings developed for each factor and grade in the determination of the total work value.

The application of “half grades” to measure factors is not limited only to when they are defined. When not defined, a “half grade” is defined as clearly meeting the definition of the previous lower grade and ***some***, but ***not all*** of the next higher grade.

The job evaluation method described in this manual measures job content. It does not measure nor reflect in any way the performance of the individual in the job.

NOTE: Job descriptions of the benchmark jobs are current as at 2007.

Glossary of Terms

BENCHMARK JOBS – these are a representative group of jobs that are recognizable, well-defined and about which understanding exists as to their duties and responsibilities. Defining and utilizing benchmark jobs supplement and clarify the intent of factors and establish a framework and criteria within which other jobs can be compared and evaluated.

FACTORS – these are identifiable, measurable qualities or features inherent in all jobs in varying amounts. These factors are the features considered essential in the successful performance of the job.

GRADES – each factor is broken down into definable grades with a scale of points, with the maximum point level equal to the factor's total weight and the minimum equal to the lowest possible level the factor could be present in a given job.

JOB ANALYSIS – is the gathering and detailing of information about a job, including identifying the job, detailing its contents and determining the knowledge and skill requirements. Of the various methods utilized, some examples are observation, interviews, desk audits and questionnaires.

JOB DESCRIPTION – is a formal, written document with concise statements that detail the job's content, scope and requirements. It provides a summarized snapshot of a point in time in the job's evolution.

JOB EVALUATION – is a formal process for hierarchically structuring jobs with respect to their worth or value measured through their job content. The job evaluation process determines the differential worth of jobs and establishes a job worth hierarchy throughout the organization.

WEIGHTINGS – is a major step in the job evaluation process. It is the process by which the relative value of factors is assigned and expressed through numerical values to the grades within factors and between the factors themselves.

Complexity-Judgement

Complexity-Judgement

Complexity–Judgement evaluates the decision-making aspects of the position.

Complexity refers to the variety and relative difficulty of the material or information upon which decisions are based.

Judgement refers to the use of knowledge and experience in making the decisions.

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Work is routine, highly repetitive, simple.	Employee is allowed little (or no) choice of action.			10
1.5					15
2	Work is repetitive, procedurized.	Employee follows clearly prescribed standard practices which are straight forward and readily understood. Employee may make minor operating decisions on process/practice rather than on accuracy and quality of work.	Junior Financial Analyst (CF, 9/11/1997)	Provides research and analysis support for enhancements in financial systems and participates in the implementation; supervises clerks to carry out accounts payable functions; assist end users to identify and rectify problems.	20
2.5			<ol style="list-style-type: none"> 1. Traffic Signals Analyst (PW, 10/8/1999) 2. Transit Scheduler (TR, 3/27/1997) 	<ol style="list-style-type: none"> 1. Evaluates traffic signals operation for efficiency; participates in developing computerized models, and analyzing changes in traffic flows using enhanced models; compiles data and issues work orders. 2. Creates master schedules, vehicle schedules and special schedules for industrial, schools and events; creates bus operator work assignments and coordinates schedule adjustments; oversees the production of scheduling documents; provides supervision to Transit Checkers. 	28

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
3	Work is generally standardized.	Employee has some choices of action within limits defined by standard or accepted practice. Employee may make decisions on quality and accuracy.	<ol style="list-style-type: none"> <li data-bbox="1079 250 1419 315">1. RRAP Coordinator (PP&D, 1/26/2004) <li data-bbox="1079 607 1419 704">2. Supervisor of Building Maintenance (PW, 3/12/1998) <li data-bbox="1079 932 1419 997">3. Safety Officer (WW, 1/14/2003) 	<ol style="list-style-type: none"> <li data-bbox="1444 250 1864 542">1. Coordinates, directs and supervises the Property Standards branch/function including planning the work program for the inspectors; administers branch budget; participates in the evaluation of construction materials, techniques and technology. <li data-bbox="1444 607 1864 899">2. Supervises City and contracted staff who provide maintenance services to civic buildings under the jurisdiction of the PW department; ensures that annual inspections are carried out; participates in developing maintenance standards and the budgetary process. <p data-bbox="1444 932 1864 1370">Coordinates, develops and communicates the departmental safety management program throughout the department to all levels of staff; evaluates safety programs and standards; develops safety methods and procedures and provides training for same; assesses risk factors and conducts on-site investigations; develops and implements accident investigation strategies and preventative maintenance programs.</p>	35

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
3.5			<ol style="list-style-type: none"> <li data-bbox="1079 250 1417 347">1. Standing Committee Clerk (CC, 3/20/1997) <li data-bbox="1079 667 1417 764">2. Corporate Capital Fund Accountant (CF, 2/17/2004) 	<ol style="list-style-type: none"> <li data-bbox="1442 250 1864 634">1. Provides administrative support to assigned standing committees including attending meetings, recording minutes and providing research support; provides advice on levels of authority and provides procedural guidance to standing committees; acts as election officer and assists with special projects. <li data-bbox="1442 667 1864 1084">2. In liaison with the Controller and staff, and in conformance with related Professional Accounting Standards, undertakes capital financial accounting and reporting functions; coordinates and administers financial and software related projects and teams; conducts inventory of capital assets and participates in the design of capital asset policies. 	43
4	Work is diversified.	Employee works toward assigned objectives. End results are specified but the means of getting there are not. Employee may make decisions on exceptions to accepted standards or precedents.	<ol style="list-style-type: none"> <li data-bbox="1079 1127 1417 1192">1. Traffic Studies Engineer (PW, 3/13/1998) 	<ol style="list-style-type: none"> <li data-bbox="1442 1127 1864 1414">1. Establishes and enforces terms and conditions for temporary and permanent encroachments on the regional streets of the City, including construction/demolition, special events structures etc. Sets parameters for the placement of benches, bus 	50

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			2. Information Systems Project Leader (CS, 03/06/1997)	shelters, advertising signage, phone booths etc. 2. Undertakes medium to large information systems development and implementation projects for the department; oversees and coordinates the maintenance, support and operation of the system and application software; provides leadership and direction to project teams.	
4.5			1. Plan Examination Administrator (PP&D, 6/2/1998) 2. City Forester (PW, 7/11/1997)	1. Manages the Plan Examination and Technical Support Branch including supervising engineering and technologist level staff; reviewing and approving the structural details of buildings in Winnipeg; participating in the development, evaluation and amendment of codes and by-laws. 2. Responsible for the entire forestry management/operation; as the City's expert for forestry management practice, develops and implements program(s) for the healthy maintenance of public trees; conducts public information sessions and educational workshops for the public;	60

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
				supervises all branch operations including staff relations, planning and budgeting.	
5	Work is diversified and complex.	Work at this level involves planning how things should be done. Employee works generally towards broad objectives, instructions and policies. Conditions dealt with change frequently. Employee develops solutions to problems from factual background and fundamental principles.	<ol style="list-style-type: none"> 1. Manager of Real Estate (PP&D, 6/15/2005) 2. Manager of Environmental Standards (WW, 12/20/2004) 3. Veterinarian (CM, 7/29/1997) 	<ol style="list-style-type: none"> 1. Responsible for the overall leadership, planning, implementation and improvement of the City's Real Estate Division functions; responsible for the review and revision of programs and policies to meet the City's Real Estate management mandate; provides leadership and direction to cross divisional projects and initiatives. 2. Responsible for ensuring, monitoring and reporting regulatory compliance related to water, sewer and air quality services; oversees the functioning of four related program areas including analytical services, applicable by-laws, quality management and emergency preparedness; supervises professional level supervisors. 3. Provides health care and maintenance services to the zoo's diverse and unique animal collection, including medical and surgical 	70

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
				management, quarantine, vaccinations, pathological tests etc.; assists with the planning and general administration of the zoo; provides external consultative services; supervises veterinary medicine students.	
5.5			Senior Counsel (CS, 3/27/1997)	Conducts complex litigation; represents the City before courts, administrative tribunals and boards of arbitration; provides legal advice and services to user departments.	80
6	Work is complex, determinative and directional.	Employees at this level make decisions on what should be done. Employee works on analysis of broad problems, plans, and coordinates two or more major functions. Emphasis is on MAJOR, and functions must be separate and distinct. Employee makes decisions in some cases where established policies are inadequate.	1. Corporate Controller (CF, 5/15/2002) 2. COO, Fleet Management Services/Agency (PW, 2/16/2001)	1. Responsible for setting the direction and standards for the City's financial controllership including annual and periodic financial reporting; supervising, developing and supporting departmental controllers; supporting the maintenance and development of financial computer systems; overseeing the Materials Management, Corporate Payroll, Risk Management and Business Initiatives divisions. 2. Responsible for running a unique City agency that operates both within and outside the City's framework; accountable for providing a complete range of fleet	90

Complexity-Judgement

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
				management services, both internally and externally; develops strategic policies on own through Council; develops and implements operational programs, direction and supervision for the agency.	
6.5			Manager of Legal Services (CS, 6/25/1997)	As a statutory position, provides legal advice and services related to property, litigation, preventative law, risk management claims, legislation, contracts and other legal issues specific to municipal governance; manages the Legal Services Division including providing leadership and direction to human resources and financial planning.	105
7	Work involves decision-making with long-term implications.	Employee works on the identification and solution of fundamental problems. Employee makes top level operating decisions between alternative courses of action which have long-lasting effects.			120
7.5					135
8	Work is policy formulation.	Employee works on the formulation of broad policies and long-term programs. Employee makes decisions that serve as guides and directives to the organization as a whole.			150

Education

Education

Education is the *minimum* level of formalized knowledge required to satisfactorily make entry into the job. Such knowledge is most commonly acquired as a result of time spent in schools, colleges and universities.

Today's educational levels and standards are to be used. This factor is closely associated with "Work Experience".

The factors Education and Work Experience should be rated together.

Education

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Equivalent to Less than Grade X	Read and understand simple instructions. Use basic arithmetic.			10
1.5					15
2	Equivalent to Grade X	Reading and writing ability sufficient to communicate easily; understand and work with simple drawings and charts; use and understand mathematical decimals and fractions.		Partial secondary school education; comprehension skills to learn most job requirements on the job.	20
2.5	Equivalent to Grade XI	Certification in a non-trade area; e.g. Fourth Class Power Engineer.	<ol style="list-style-type: none"> 1. Traffic Services Field Supervisor (PW, 3/20/1997) 2. Supervisor of Servicing Shift (TR, 4/3/1997) 	<ol style="list-style-type: none"> 1. Grade XI or Equivalent. 2. Grade XI or Equivalent. 	25
3	Equivalent to Grade XII	Some degree of specialization, e.g. bookkeeping, laboratory work; use and understanding of complicated charts and drawings; use of mathematical formulae, tables and equations.	<ol style="list-style-type: none"> 1. Supervisor of Streets Maintenance (PW, 9/23/1997) 2. Superintendent of Schedules (TR, 3/27/1997) 	<ol style="list-style-type: none"> 1. Completion of Secondary education equivalent to Grade XII. 2. Completion of Secondary education equivalent to Grade XII. 	30
3.5	Equivalent to One Year Beyond Grade XII	Completion of one year of a post secondary program (e.g. Technician Standing); A completed Journey Trade Certification.	<ol style="list-style-type: none"> 1. Supervisor, Drafting & Graphic Services (PW, 7/13/1999) 2. Enforcement Coordinator (PW, 8/18/2005) 	<ol style="list-style-type: none"> 1. Post Secondary Technician designation to learn basic drafting skills. 2. Post secondary coursework in related areas such as construction codes, by-law enforcement and principles. 	38

Education

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			3. Superintendent of Equipment & Shops (PW, 12/15/2004)	3. Journeyman Heavy Duty Mechanic Ticket.	
4	Equivalent to community college graduation	Formalized and recognized advanced training equivalent to two-year diploma programs; included are Technologist, 1 st Class Power Engineer, partial CMA, CGA	1. Call Centre Specialist (WW, 3/19/2004) 2. Network Systems Specialist (CIT, 5/14/2004)	1. Community college Diploma in a related administrative discipline such as business administration, Arts, the Humanities, etc. 2. Diploma in Computer Science; Network Administrator Certification.	45
4.5	Equivalent to a University Bachelor's Degree	University graduation at the Bachelor's level; also at this level are the following accredited and/or certified standings - Certified Engineering Technologist (CET), Accredited Appraiser Canadian Institute (AACI), Certified Purchasing Professional (CPP) and Manitoba Land Surveyor (MLS).	1. City Forester (PW, 7/11/1997) 2. Geomatics Officer (PP&D, 7/26/2005)	1. Bachelor's Degree in a related field. 2. Manitoba Land Surveyor Certification.	55
5	Equivalent to a Professional Designation or License	University graduation and a professional designation such as CA, CGA, CMA, P. Eng., and CIP membership, and which may involve a specified period of practical professional work; also at this level is a general Master's degree.	1. Corporate Capital Fund Accountant (CF, 4/22/2004) 2. Plan Examination Engineer (PP&D, 8/18/1997)	1. Bachelor's degree in a related field combined with a professional accounting designation such as CA, CGA, CMA, etc. 2. Engineering degree at the Bachelor's level combined with a P. Eng. designation.	65

Education

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
5.5	Master's Degree in a Professional Discipline	Post graduate specialization beyond a Bachelor's degree in a professional discipline such as Engineering, Architecture, etc. that requires accreditation or certification to practise in the profession ; exposure/familiarity with research techniques and methodology.	<ol style="list-style-type: none"> 1. Manager, Planning & Land Use (PP&D, 1/22/1998) 2. Solicitor IV (CS, 2/6/2001) 	<ol style="list-style-type: none"> 1. Master's Degree in City Planning with a Canadian Institute of Planning membership to practice. 2. LLB required. 	78
6	Equivalent to Specialized Graduate Studies	A professional accreditation plus an additional degree, usually specializing in a particular area; application of advanced experimental and research techniques.			90
6.5					105
7	Equivalent to Doctorate Level – PhD	Advanced post graduate studies involving academic preparation at the frontier of existing knowledge.			120

Work Experience

Work Experience

Work experience measures the length of time required to learn, *under instruction or guidance*, the essential techniques and skills the job calls for.

Work experience will be gained on the job under consideration, on prior jobs where the same or more elementary principles and techniques are used and on related jobs where the required body of knowledge can be built up.

Assume that the "incumbent" starts with the educational level specified in the Education Factor.

Work Experience

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	0 – 3 months	Formal education prepares for practice.			10
1.5	More than 3 months	4 – 6 months			15
2	More than 6 months	7 – 9 months	<ol style="list-style-type: none"> 1. Junior Financial Analyst (CF, 4/9/1997) 2. Staff Psychologist (CS, 2/20/1997) 		20
2.5	More than 9 months	10 – 18 months	<ol style="list-style-type: none"> 1. Statistician (AS, 2/20/2002) 2. Planner 2 (PP&D, 10/17/2003) 3. Transit Schedule (TR, 3/27/1997) 		25
3	More than 18 months	19 – 26 months	<ol style="list-style-type: none"> 1. Financial Analyst (WW, 7/27/2001) 2. Safety Officer (WW, 1/14/2003) 	Staff in this group start in the job with sufficient formal and technical education directly related to the job; eighteen months total experience is deemed sufficient to understand the City of Winnipeg policies and practices and familiarize with the requirements of user departments.	30
3.5	More than 26 months	27 – 36 months	<ol style="list-style-type: none"> 1. IT Projects Leader (CS, 3/6/1997) 2. Chief Inspector (TR, 3/26/1997) 		35

Work Experience

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
4	More than 3 years	37 – 60 months	<ol style="list-style-type: none"> 1. Zoo Curator (CM, 15/9/1999) 2. Senior Corporate Accountant (CF, 2/11/2000) 	Adequate technical and formal training was acquired through education; at least three and up to five years experience is deemed necessary to understand departmental operations and refine administrative skills.	40
4.5	More than 5 years	61 – 96 months	<ol style="list-style-type: none"> 1. Manager, Operations (TR, 4/3/1997) 2. Manager, Real Estate (PP&D, 6/15/2005) 		50
5	More than 8 years	97 – 132 months	<ol style="list-style-type: none"> 1. Manager, Planning & Land Use (PP&D, 1/22/1998) 2. Manager of Engineering (WW, 3/27/1997) 	Jobs at this level require at least 8 years experience supplemented with post graduate preparation in area of expertise – high level of learning and experience required to manage projects, interact with consultants and operationalize leadership and management techniques and responsibilities.	60
5.5	More than 11 years	133 – 168 months	<ol style="list-style-type: none"> 1. Corporate Controller (CF, 5/15/2002) 2. Senior Counsel (CS, 3/27/1997) 		70
6	More than 14 years	169 – 180 months			80
6.5	More than 15 years	181 – 216 months			90

Work Experience

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
7	More than 18 years	217 – 252 months			100
7.5	More than 21 years	253 – 288 months			113
8	More than 24 years	289 – 324 months			125
8.5	More than 27 years	325 – 342 months			138
9	More than 28.5 years	343 – 360 months			150

Independence of Action

Independence of Action

Independence of Action reflects the amount of direction and control received from either *personal supervision* or standard practices and precedents including established procedures, manuals, by-laws, legislation, directives etc.

It also considers ingenuity, creativity and original thought required in the job.

Independence of Action

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Works under close supervision.	Given completely detailed instructions. Employee refers all questions to supervisor.			10
1.5					15
2	Works under frequent supervision.	Given guidance or checks. Performs work defined by standard practice or established procedure and prioritizes tasks. Refers all significant deviations/concerns to supervisor.	1. Facilities Maintenance Coordinator (TR, 1/26/2001) 2. Planner 2 (PP&D, 10/17/2003)	1. Plans and implements work performed by trades and non-trades staff in the maintenance unit; ensures the most efficient and effective use of staff by prioritizing work based on established guidelines. 2. As an entry-level job in the series, participates with higher level Planners in the delivery of planning programs and services related to development applications, plans and policies.	20
2.5		Proceeds on own when majority of duties follow standard practices. Adjusts own work schedules for changes and special requests. Expected to interpret data and results. Employee develops solutions to straightforward problems and /or	1. Supervisor of Drafting and Graphic Services (PW, 7/13/1999) 2. Inspector (TR, 4/3/1997)	1. Works in a technical field; prioritizes and schedules drafting projects; supervises drafting personnel and the production of drawings. Some initiative required to accommodate requests from engineers, and to allocate work to drafting staff. 2. Monitors and analyses scheduled services following	25

Independence of Action

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
		<p>concerns but discusses solutions with supervisor.</p> <p>Progress and results supervised or reviewed.</p>		<p>standard practices to ensure minimal disruption; makes recommendations to schedule changes, service additions/deletions, re-routing services etc.; oversees the work of bus operators.</p>	
3	Works under occasional supervision.	<p>Proceeds on own when majority of duties follow general instructions, established methods or clearly defined rules or guidelines.</p> <p>Identifies potential problems and conducts research using initiative and ingenuity to determine viable solutions.</p> <p>Employee refers unusual problems to supervisor.</p>	<ol style="list-style-type: none"> 1. Safety Officer (WW, 1/14/2003) 2. Projects Officer II (PW, 5/17/2004) 	<ol style="list-style-type: none"> 1. Initiates or coordinates the implementation of safety related programs in compliance with regulations/Acts and Civic policies and procedures; develops and implements health and safety strategies designed to conform to Corporate Performance Objectives and maintain compliance. 2. Carries out or coordinates project design, provides project management, contract administration, field control for maintenance, specialty and site development projects; discusses construction problems with the job site superintendent; reviews and ensures that approved funding is consistent with the "program of requirements". 	30

Independence of Action

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
3.5		<p>Can plan own working methods.</p> <p>May be involved in research in an administrative (supervisory), consultative or advisory capacity.</p> <p>May play a consultative or advisory role that may require original and/or creative thought and/or ideas.</p> <p>Supervisor is consulted in dealing with precedent setting issues.</p>	<ol style="list-style-type: none"> 1. Wastewater Treatment Plant Training Supervisor (WW, 6/10/2003) 2. Geographic Area Coordinator (AS, 10/9/1998) 	<ol style="list-style-type: none"> 1. Directly responsible for determining training requirements for plant personnel and for coordinating the arrangement and procurement of trainers and materials; provides hands-on training, as required. 2. Plans, controls and organizes the day-to-day operations of an assigned geographic area, including the allocation of resources, production of the annual assessment rolls, overseeing the appeal process and participating with the management team in developing protocols and establishing working methods. 	40
4	Works under general direction and guidance.	<p>Plans and carries out details of procedures and methods to attain objectives.</p> <p>Employee takes action <i>guided</i> by policies or standards widely accepted within the occupation or profession.</p>	<ol style="list-style-type: none"> 1. City Forester (PW, 8/2/1997) 2. Zoning & Permits Administrator (PP&D, 9/22/1997) 	<ol style="list-style-type: none"> 1. Manages and administers an urban forestry program, adhering to professionally accepted standards and techniques; responsible for the planning and development of branch operations. 2. Administers and enforces all zoning and land use related by-laws; approves or rejects zoning variances; manages development application process. 	50

Independence of Action

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
4.5	Works independently on assigned responsibilities.	<p>Plans projects at the area/unit level. Makes operational changes to solve problems to expedite the area/unit activity.</p> <p>Assignments involve creative design and/or innovation.</p> <p>Positions have a lead role in the interpretation of administrative Department policies and regulations and to provide related advice/guidance to others.</p> <p>Consults superiors on policy and resource issues</p>	<ol style="list-style-type: none"> 1. Manager of Materials (CF, 4/13/1999) 2. City Entomologist (CM, 8/1/1997) 	<ol style="list-style-type: none"> 1. Accountable for implementing policies, regulations, procedures and systems relating to corporate materials management; provides guidance to all City departments on matters related to materials management including procurement strategies, and tax and customs issues. 2. Plans and administers program(s) within the Insect Control Branch including supervision of staff; research and analysis; recommends changes to Branch goals and operational methods. 	60
5	Works independently on general assignments.	Plans and carries out primary function(s) of a department's mandate which has significant impact on the whole organization.	<ol style="list-style-type: none"> 1. Manager, Library Services (CM, 1/20/1998) 2. Manager, Planning & Land Use (PP&D, 1/22/1998) 	<ol style="list-style-type: none"> 1. Plans, develops, implements, coordinates and administers all services related to City of Winnipeg Libraries. 2. Responsible for the overall leadership, direction, planning, implementation, evaluation and improvement of the City's urban planning and community development functions. 	70

Independence of Action

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
5.5	Works independently as a professional resource to the Corporation.	<p>Provides expertise and advice to senior management staff and all others throughout the organization.</p> <p>Works within the overall policy of Council using discretion over a broad area of activity.</p>	<ol style="list-style-type: none"> 1. Manager of Legal Services (CS, 6/25/1997) 2. City Treasurer (CF, 5/15/2002) 	<ol style="list-style-type: none"> 1. Responsible to provide legal advice and services in <u>all</u> areas of law; defines and delivers programs and services which respond to Council and Corporate direction. 2. Provides leadership in the development and application of financial management for the Corporation including financial planning, budget development, business plans and debt and cash management; recommends financial structures that balance levels of required taxation within spending plans. 	80
6	Works independently on wide administrative policy making activities.	<p>Plans and carries out major programs and plans of the whole Corporation.</p> <p>Employee's work is checked only through consultation and agreement with others.</p> <p>Typically does not receive direction on a regular basis.</p> <p>Makes strategic decisions that may affect the entire Corporation.</p>			90

Result of Errors

Result of Errors

Result of Errors considers the extent of losses to the City of Winnipeg. Such losses result from insufficiently considered **decisions** or **judgements**.

Consideration is given to financial resources, material resources, productivity, business relations and safety of others.

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Errors readily detected.	Due in most instances to carelessness. Cause little loss of time or money to correct.			5
1.5					8
2	Errors probably detected in work unit in which they occur.	May require work of others to trace and make necessary corrections. May be small real cash loss, (e.g. petty cash, scrapped units or material). May result in accident to others, (e.g. broken bones, damaged eyes).	<ol style="list-style-type: none"> Supervisor of Payroll & Employee Records (TR, 10/15/2001) Traffic Analyst (PW, 7/13/1999) 	<ol style="list-style-type: none"> Ongoing reconciliation of payroll completed within the unit. Ongoing in-house audits. Responsible to oversee processes within the unit. Instructs and guides in the preparation of reports. Draft reports on traffic analysis/ proposal reviewed and approved by Traffic Operations Engineer prior to submission to Community Committees. 	10
2.5			<ol style="list-style-type: none"> Supervisor of Stores (FP, 11/22/2006) 	<ol style="list-style-type: none"> Errors may occur mainly in lost time or with respect to incorrect awarding of contract, although reviewed in-depth according to well defined specifications, may result in some costs due to operational requirements taking precedence. New products tested cross department to assess operational feasibility. Input consolidated prior to final decisions made. 	15

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			2. Supervisor of Drafting & Graphic Services (PW, 7/13/1999)	2. Organizes, prioritizes and schedules projects originating from technical and professional staff. Although subject to internal unit review, also reviewed by originator. Supervises production and ensures tender drawings are within specific City of Winnipeg design standards. Capital Works projects reviewed by Departmental committee – errors may cause delay in projects or program implementation.	
3	Errors affect the work of others to a limited degree. Not usually damaging to the City of Winnipeg.	May cause inaccuracies in reports and records which affect activities based upon them. Usually discovered before results become serious. May cause damage to expensive equipment and apparatus. May delay, succeeding and related operations. May cause embarrassment in customer, public or employee relations. May result in serious injuries to others.	1. Geomatics Officer (PP&D, 7/26/2005) 2. Supervisor of Handi-Transit (TR, 9/19/1997)	1. As a professional Land Surveyor, performs functions within professional obligations. Preparation of legal survey plans are utilized by others for the acquisition and disposition of land and interests. Incorrect completion, approval or registration of land transfers or titles, or improper assessment of legal survey evidence may cause delay in process and embarrassment in customer/public relations. 2. Responsible to control and coordinate the day to day operation of the Handi-Transit system. Inappropriate decisions on trip scheduling	20

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			3. City Forester (PW, 7/11/1997)	<p>priorities and contract administration may cause delays in service or customer service embarrassment.</p> 3. Responsible for overall management of forestry branch operational activities; ensures safe work methods and approaches and City wide operations within professional standards and branch budget. Unsafe work methods can cause damage to equipment and compromise safety of workers; inaccurate information to elected officials and the media related to operations affecting the citizens can result in negative public relations.	
3.5			1. Equity & Diversity Coordinator (CS, 8/16/2002)	1. Responsible to lead and coordinate corporate wide E&D activities. Incorrect direction may cause corporate embarrassment and cause delays in program development or implementation. Incorrect investigation of a complaint of discrimination will cause embarrassment/damage to parties involved and the organization.	30

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			2. Supervisor of Sales (PP&D, 6/11/2003) 3. Local Services Engineer (WW, 4/30/2004)	2. Responsible for the development and implementation of programs for the disposal of real property assets. Error in establishing sale prices may result in inability to sell or loss of potential revenue. Errors in staff assignments may result in missed targets and deadlines or delays. 3. Responsible to develop programs to support effective operation, maintenance and administration of local water and sewer systems. Errors in planning may cause service break downs which may cause deterioration in customer relations. Possibly affects the work of others outside the unit if work is coordinated between units or contractors.	
4	Errors invariably cause substantial identifiable losses to the City of Winnipeg.	May cause substantial delays in a phase of work. May cause serious results (beyond damage and waste) through late delivery, material shortage or service breakdown. May cause identifiable deterioration in customer, public or employee relations. May result in fatal or incapacitating injury to others.	1. Manager of Parks & Open Spaces (PW, 1/20/1998)	1. Manages the delivery of park and open space maintenance, park development, landscape construction services, weed control, forestry management, park support services to citizens, community groups, agencies and other civic departments. Error in setting direction and planning may cause public safety concerns. Error in relaying incorrect	40

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			<p>2. Manager of Real Estate (PP&D, 3/23/2005)</p> <p>3. Corporate Risk Manager (CF, 10/14/1997)</p>	<p>policy information at public meetings could cause public outcry and substantial delays in programs/operations.</p> <p>2. Responsible for the stewardship of all City-owned land and buildings including management of surplus land sales, property management, leasing, appraisal, acquisition, land development and marketing programs. Provides real estate services in support of Council approved programs. Decisions require political approval. Incorrect advice provided to Standing Committees may invariably cause substantial identifiable loss in public relations and financially.</p> <p>3. Responsible for developing, maintaining and enhancing a corporate risk policy & program for the City. Substantial losses may occur without adequate insurance coverage or failure to identify and deal with risk situations.</p>	

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
4.5			<ol style="list-style-type: none"> <li data-bbox="1079 250 1417 315">1. COO, Parking (PP&D, 2/12/2003) <li data-bbox="1079 699 1417 764">2. COO, Fleet (PW, 2/16/2001) <li data-bbox="1079 1084 1417 1182">3. Manager, Planning & Schedules (TR, 2/17/1997) 	<ol style="list-style-type: none"> <li data-bbox="1442 250 1864 634">1. Responsible for initial establishment and ongoing leadership, management and financial operations of the separate operating agency. III prepared business plan and operational plans may have substantial delays in provision of service to public, may cause loss of public or organizational support and have financial impact organizationally. <li data-bbox="1442 699 1864 1019">2. Accountable for overall management of Agency in achieving objectives and targets. Inappropriate business planning may cause delays in achieving overall objectives, impact on other departmental operations and may cause financial burdens for the City operations. <li data-bbox="1442 1084 1864 1403">3. Determines transit service levels and inputs to City's long-range transportation and land development planning. Decisions to change group rates may impact large numbers of passengers, causing deterioration in customer service. Inappropriate planning/ 	50

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
				forecasting may cause financial burdens for the City.	
5	Errors cause serious breakdowns in operational control of the City of Winnipeg.	May cause serious delays occasioned by uncoordinated effort or shortage of vital parts or components. May cause commitment or withholding of funds based on faulty development or experiment work. May cause loss of customer, public, or employee support.	<ol style="list-style-type: none"> <li data-bbox="1079 331 1417 396">1. Corporate Controller (CS, 5/15/2002) <li data-bbox="1079 558 1417 623">2. Manager of Engineering (WW, 3/27/1997) <li data-bbox="1079 948 1417 1045">3. Manager of Water Services (WW, 7/7/1999) 	<ol style="list-style-type: none"> <li data-bbox="1442 331 1864 526">1. Responsible for establishing corporate financial controls. Errors can cause significant financial shortage impacting on operational controls within city programs and services. <li data-bbox="1442 558 1864 915">2. Responsible for planning, design, construction, maintenance, inspection and operation of all passageways, pedestrian or vehicular. Failure to coordinate within and with external utilities/agencies or plan appropriately may cause significant financial burden and possible serious danger to public. <li data-bbox="1442 948 1864 1386">3. Responsible for all aspects of water supply, treatment and distribution of safe drinking water for the City. Error in establishing appropriate service and maintenance standards or approving plans for service delivery or emergency response may cause breakdown in water supply operations, have significant associated costs to alleviate and deteriorate public faith in operations. 	60

Result of Errors

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
5.5			City Treasurer (CFO, 5/15/2002)	Accountable and provides leadership for corporate financial planning, long-term forecasting, budget development and plan review and corporate revenue strategy. Errors in long term financial forecasts or estimates may cause significant financial and service delivery losses along with loss of public confidence in overall city operations.	70
6	Errors cause loss of public or customer esteem to the whole City of Winnipeg.	May cause major loss or organization's prestige because results become public. May cause losses which would take several years to be dissipated.			80
6.5					90
7	Errors by top executives subject to little or no check.	May cause terminal losses with little opportunity of correcting the error once made except over a long period of time and at great cost.			100

Contacts

Contacts

Contacts refer to the relative importance to the City of Winnipeg of necessary personal relationships of the position holder to others external to the immediate working unit. The contacts can be internal to the City of Winnipeg and/or external. Consideration is given to the **nature** of contacts and **not** the number or volume of contacts.

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Contacts limited to associates in immediate work unit.	Contacts require normal courtesy to ensure smooth working relationships.			5
1.5					8
2	Contacts not limited only to immediate work unit, but are of routine nature.	Contacts are in the course of daily work. Required to secure, present or discuss pertinent data to assignment. Little or no responsibility for securing cooperation or approval of action or decision. Contacts may be outside the City of Winnipeg.	<ol style="list-style-type: none"> 1. Historical Buildings Officer (PP&D, 9/1/1999) 2. Bridge Systems Analyst (PW, 2/21/2004) 	<ol style="list-style-type: none"> 1. Contacts are varied within this specific area, largely advisory and procedural in nature. Provides advice to both individuals and committees. 2. Contacts largely to obtain routine information. Generally within the Department but some with counterparts in other organizations. Would make proposals for changes. 	10
2.5	Frequent contacts outside immediate department.		<ol style="list-style-type: none"> 1. Asset Management Analyst (PW, 2/23/2004) 2. Training Supervisor, Wastewater Treatment Plant (WW, 2/22/2002) 	<ol style="list-style-type: none"> 1. Contacts with a variety of Departments to obtain information, some limited contacts outside the City including with politicians. Some report generation and associated presentation based on data analysis. 2. Contacts primarily within the Department regarding training and skills/knowledge assessment but some frequent contact with government representatives to gain knowledge of changing legislation. Obtains outside trainers for some training. 	15

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
3	Frequent contact external to the City; contacts of importance, but "non-selling".	Require appropriate tact to discuss problems, submit reports, make recommendations. Required to coordinate effort or supervise others in closely related work. Frequently makes contacts outside the City of Winnipeg which require tact and courtesy.	<ol style="list-style-type: none"> 1. Appraiser (AS, 3/26/1997) 2. Chief Housing Inspector (PP&D, 3/27/2003) 3. Corporate Communications Officer (CAO, 7/5/2005) 	<ol style="list-style-type: none"> 1. Variety of contacts both outside and inside the City within a professional discipline. Reports with conclusions are generally produced. Provides expert opinion at tribunals, boards, etc. 2. Responsible to supervise a group of trades inspectors, contact with outside contractors/professionals often to deal with problems, resolve legal and technical issues. 3. Provides assistance and advice to Depts. on communication issues and policies in accordance with established policy and procedure , will deal directly with Media on routine/ non-contentious matters to provide information respond to enquiries, will share information with other organizations and obtain research information. 	20
3.5			<ol style="list-style-type: none"> 1. Lighting Systems Engineer (PW, 4/1/2004) 	<ol style="list-style-type: none"> 1. Contacts generally of a professional nature with suppliers, other professionals to discuss problems, resolve issues. Often deals with other agencies (eg. Manitoba Hydro) to obtain their required participation. Frequent 	25

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
			2. Coordinator, Occupational Health (CS, 1/5/2005)	reports/discussions with recommendations. 2. Coordinates the service delivered city-wide by a group of professionals. Contacts often with various departments, outside medical specialists and agencies to resolve issues and service problems.	
4	External contacts of considerable importance and often wide ranging; required to make proposals and recommendations that involve "selling" or negotiations.	Require judgment and tact in order to obtain cooperation and approval of action. Required to supervise subordinates who have management responsibility. Outside contacts of considerable importance.	1. Traffic Signals Engineer (PW, 7/13/1999) 2. City Entomologist (CM, 8/1/1997)	1. Supervises other management professionals. Wide and varied contacts, including other Depts. and outside utilities and service regulators and the general public to deal with issues regarding existing equipment/systems. Sell/recommend a program/system change. 2. Wide range of contacts including politicians, academics, the Press, often dealing with politically sensitive issues. Must sell a course of action/direction for the City and defend/explain same to varied groups.	30

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
4.5	Contacts required to manage a major function at the City, requiring negotiating skills.		<ol style="list-style-type: none"> 1. Manager, Water Services (WW, 4/19/2002) 2. Manager of Library Services (CM, 1/20/1998) 	<ol style="list-style-type: none"> 1. Deals with a variety of individuals/groups including politicians, Press, interest groups employees, Unions on a variety of issues, including environmental issues. Must set and sell long range direction. 2. Must deal with and resolve a variety of issues with the general public, Press, various groups, Unions in delivering a Citywide service to the public, including securing funds, and involvement. 	40
5	Demanding contacts requiring strong "people" skills.	Require skill in personal relationships to avoid loss of business or organization prestige to a significant extent. Required for the coordination of effort of important units of organization.	<ol style="list-style-type: none"> 1. Solicitor (CS, 4/10/1997) 2. Manager, Economic Development (PP&D, 8/31/2004) 3. Corporate Communications Manager (CAO, 7/5/2005) 	<ol style="list-style-type: none"> 1. Contacts are varied often with equal counterparts in issues that may affect departments and the whole City requiring diplomacy and presentation in courts/tribunals. 2. Contacts are varied and wide-ranging including politicians, interest groups, developers. Required to develop and sell/promote a vision/direction for the City. Frequently acts as City's representative. 3. Provides proactive and strategic communication expertise to top levels of Civic management and politicians; deals with Media on sensitive 	50

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
				and complex issues often with potential impact on City's image and reputation; directs a group of individuals providing communication advice and guidance to staff at all levels in the City.	
5.5	External contacts of importance requiring considerable skill; contacts internally to coordinate important units.		<ol style="list-style-type: none"> 1. Senior Counsel (CS, 3/27/1997) 2. City Treasurer (CF, 5/15/2002) 	<ol style="list-style-type: none"> 1. Contacts with senior administrators and external professional counterparts dealing with a specialized area of Law requiring the preparation and delivery of argument often involving the coordination of resources from several departments and areas of expertise. 2. Contacts primarily at a high level and necessary to set a direction for the Corporate Finance Department and long range financial interests of the City. Dealings with outside bond raters/sellers, potential investors, various committees have possible impact on City's reputation/image. 	60
6	Considerable external contacts of major importance and which have to be continuously maintained.	Require constant maintenance and development to avoid important losses or serious damage.			70

Contacts

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
6.5					85
7	Contacts vital to the viability of the City.	Require a manner of handling of such importance that it represents a major consideration in the performance of duties.			100

Character of Supervision

Character of Supervision

Character of Supervision considers the degree, kind and intricacies of supervisory responsibility. Such responsibilities may involve direct functional direction as in "**line**" positions or advisory responsibilities as in "**staff**" relationships.

Character of Supervision

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Gives incidental guidance.	<p>(a) Directs work of an assistant(s) doing detailed work related to the position, or;</p> <p>(b) Serves as channel through which work is directed or checked, or;</p> <p>(c) Provides functional "staff" guidance to operating personnel.</p>	<p>1. Plan Examination Engineer (PP&D, 8/18/1997)</p> <p>2. Transit Planner (TR, 3/27/1997)</p>	<p>1. Responsible for the examination of plans and specifications for construction of buildings to ensure compliance to various by-laws, codes and regulations and to provide advice to staff.</p> <p>2. Coordinates data collection activities, including surveys, provides data and recommendations to senior transit personnel.</p>	5
1.5			<p>1. Zoo Veterinarian (CM, 10/15/1999)</p> <p>2. Geomatics Officer (PP&D, 7/26/2005)</p>	<p>1. Directs the work of 1-3 staff, provides guidance on the care and husbandry of zoo animals.</p> <p>2. Directs, controls and supervises the activities of support staff assigned to work on projects under the incumbent's control.</p>	8
2	Gives general guidance.	<p>Similar to being a lead hand over a large group.</p> <p>(a) Spends major part of time assigning, checking and maintaining flow or work where procedures are standardized, or;</p>	<p>1. Solicitor II (CS, 1/11/2000)</p> <p>2. Process Control Analyst (WW, 12/23/1999)</p> <p>3. Senior Appraiser (PD, 8/29/1997)</p>	<p>1. Provides working level legal advice with respect to property matters, contract negotiations, or civil litigation.</p> <p>2. Responsible for checking/maintaining flow of work of small team of programmers.</p> <p>3. Position provides advice on the interpretation of policy & practice. Checks the work of</p>	10

Character of Supervision

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
		<p>(b) Spends large percentage of time doing more involved phases of same work done by associates, with added responsibility for assigning, checking and maintaining flow of work, or;</p> <p>(c) Is second in charge of a unit of organization, though very little time may be spent actually directing work of others – in most cases personnel problems referred to superior, or;</p> <p>(d) For “staff” positions gives advice on the interpretation of policies and practices to “line” supervisors.</p>		<p>the assigned staff for methodology, accuracy, reasonableness and consistency and authorizes the release of the product.</p>	
2.5		<p>Directly responsible for a small unit of organization, (eg. supervisors, professionals).</p>	<ol style="list-style-type: none"> 1. Chief Housing Inspector (PP&D, 3/27/2003) 2. Coordinator of Downtown Maintenance (PW, 10/9/2002) 	<ol style="list-style-type: none"> 1. Directly supervises staff and provides training and development to technical and trades staff. 2. Directs/coordinates the work of small unit through foremen. 	15
3	<p>Gives direct supervision.</p>	<p>Similar to being a first line supervisor over a large group.</p> <p>(a) With limited authority directs work of a large unit of organization with responsibility for assigning work, checking</p>	<ol style="list-style-type: none"> 1. Superintendent of Park Services – South (PW, 9/18/1997) 	<ol style="list-style-type: none"> 1. Several subordinate supervisors; medium sized operation consisting of non-professionals. 	20

Character of Supervision

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
		<p>results; controlling costs and handling staff or making recommendations thereon.</p> <p>Primary accountability for results usually reverts to the next higher level of supervision, or;</p> <p>(b) Has full responsibility for a small unit of organization (approximately 26-35 employees) in which supervisory duties may not be full time, or;</p> <p>(c) For “staff” positions, issuance of standard practice instructions and follow up to determine compliance; or coordinates the activities of several units of organization (or outside contractors) or consultants.</p>	<p>2. Municipal Cemeteries Administrator (PP&D, 7/26/2000)</p> <p>3. Occupational Health Coordinator (CS, 1/5/2005)</p>	<p>2. Fully responsible for a self contained work unit of approximately 26 - 35 employees.</p> <p>3. Direct supervision to branch staff; has full responsibility for the branch and its activities; as a staff position, ensures cooperation and compliance by departments regarding wellness initiatives and programs.</p>	
3.5			<p>1. Manager of Materials (CF, 4/13/1999)</p> <p>2. Zoo Curator (CM, 10/15/1999)</p>	<p>1. Division manager with significant advisory role on contract functions; small staff complement with subordinate supervisors.</p> <p>2. Staff of 51 - 75 with some temporary and seasonal.</p>	30

Character of Supervision

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
4	Gives general supervision.	<p>2nd or 3rd level of supervision.</p> <p>Supervises and directs the work of a major unit of organization usually through subordinates, with full responsibility for quality and quantity of work, costs, methods, maintenance of discipline, and for transfers, promotions, rate changes, terminations or for making recommendations thereon. Supervisor duties generally are varied and intricate, or;</p> <p>For senior "staff" positions, acts as "consultant" to executives and top management.</p>	<ol style="list-style-type: none"> 1. Manager of Water Services (WW, 7/7/1999) 2. City Treasurer (CF, 8/2/2003) 3. Manager of Building Services (PW, 1/20/1998) 	<ol style="list-style-type: none"> 1. Supervises a major unit of organization with approximately 300 staff. 2. Provides leadership to several corporate wide financial functions in addition to managing a staff of 60. 3. Responsible for supervising major function with a staff advisory component in building initiatives. 	40
4.5			<p>Manager, Development & Inspections (PP&D, 6/30/1998)</p>	<p>Supervises large number of professionals and others in multiple lines of business and locations; considerable staff advice provided.</p>	50
5	Gives coordination and control.	<p>Coordinates work of two or more major functions or different phases of work of primary importance. Sets up standards of performance, coordinates operations and activities, counsels assistants on unusual problems, evaluates performance, and sees that policies and programs are carried out.</p>			60

Character of Supervision

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
5.5					70
6	Gives policy direction.	Organizes long-term programs, establishes objectives, shapes and interprets policy, and affects coordination on a wide scale.			80

Scope of Supervision

Scope of Supervision

Scope of Supervision appraises the size of the direct line responsibilities by utilizing the **projected average number** of staff supervised in the foreseeable future.

The definition of staff includes permanent full-time employees, part-time employees, temporary employees, and regular seasonal employees supervised. Positions which are vacant but are intended to be filled are included. **Contractors and contract employees are not included.**

The formula utilized in projecting full-time equivalency for part-time employees, temporary employees, and regular seasonal employees is:

$$\text{Average Number of Staff Supervised over the Last 5 Years} \quad \times \quad \frac{\text{Average Number of Full-Time Months Worked Over the Last 5 Years}}{12 \text{ (months)}}$$

<u>EXAMPLE:</u>	Calculation	Full-Time Equivalent
1. 6 full-time permanent employees	6 x $\frac{12}{12}$ =	6.00
2. 2 temporary employees		
▪ One worked an average of three months per year over the last five years	1 x $\frac{3}{12}$ =	0.25
▪ One worked an average of eight months per year over the last five years	1 x $\frac{8}{12}$ =	0.67
3. 10 regular seasonal employees for four months per year over the past five years	10 x $\frac{4}{12}$ =	3.33
4. 2 part-time employees for two months per year over the past five years	2 x $\frac{2}{12}$ =	<u>0.33</u>
	TOTAL STAFF	10.58

Rounding:

Normal rounding rules to apply - 10.58 is rounded to whole number of 11 and 10.20 would be rounded to 10. Utilizing the following table, total staff of 11 would equate to 11 points.

Scope of Supervision

Staff	Points	Staff	Points	Staff	Points	Staff	Points	Staff	Points	Staff	Points
1	5	35	24	68	34	101	40	134	45	167	49
2	5	36	25	69	34	102	40	135	45	168	49
3	5	37	25	70	34	103	40	136	45	169	49
4	6	38	25	71	35	104	41	137	45	170	49
5	6	39	26	72	35	105	41	138	45	171	49
6	7	40	26	73	35	106	41	139	46	172	49
7	8	41	27	74	35	107	41	140	46	173	49
8	9	42	27	75	35	108	41	141	46	174	49
9	9	43	28	76	35	109	41	142	46	175	49
10	10	44	28	77	36	110	42	143	46	176	49
11	11	45	28	78	36	111	42	144	46	177	49
12	11	46	29	79	36	112	42	145	46	178	49
13	12	47	29	80	36	113	42	146	46	179	49
14	13	48	29	81	36	114	42	147	47	180	49
15	14	49	30	82	36	115	42	148	47	181	50
16	14	50	30	83	37	116	43	149	47	182	50
17	15	51	30	84	37	117	43	150	47	183	50
18	16	52	30	85	37	118	43	151	47	184	50
19	16	53	31	86	37	119	43	152	47	185	50
20	17	54	31	87	37	120	43	153	47	186	50
21	17	55	31	88	37	121	43	154	47	187	50
22	18	56	31	89	38	122	43	155	47	188	50
23	18	57	32	90	38	123	44	156	47	189	50
24	19	58	32	91	38	124	44	157	48	190	50
25	19	59	32	92	38	125	44	158	48	191	50
26	20	60	32	93	38	126	44	159	48	192	50
27	20	61	33	94	39	127	44	160	48	193	50
28	21	62	33	95	39	128	44	161	48	194	50
29	21	63	33	96	39	129	44	162	48	195	50
30	22	64	33	97	39	130	44	163	48	196	50
31	22	65	33	98	39	131	45	164	48	197	50
32	23	66	34	99	40	132	45	165	48	198	50
33	23	67	34	100	40	133	45	166	48	199	50
34	24									200	50

Physical Demands

Physical Demands

Physical Demands considers the degree of severity of exertion associated with the position.

Physical Demands

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Continuous typical office situations/work.	Jobs at this grade typically involve choice(s) – desk work, attending meetings, reading, standing, walking, etc. that do not result in undue fatigue.	<ol style="list-style-type: none"> 1. Manager, Library Services (CM, 1/20/1998) 2. Planner 2 (PP&D, 10/17/2003) 	<ol style="list-style-type: none"> 1. Typically sedentary including sitting and attending meetings. 2. Typically sedentary. 	5
1.5	Combination of office and on-site work.	Characterized by some on-site visits to oversee the work of others; little or no heavy physical effort; moderate exertion.	<ol style="list-style-type: none"> 1. Supervisor, Major Repair Facility (PW, 3/14/1997) 2. Supervisor, Building Maintenance Services (PW, 3/12/1998) 3. Chief Housing Inspector (PP&D, 3/27/2003) 	<ol style="list-style-type: none"> 1. Commuting and site visits involved to direct and coordinate the maintenance and repairs of fleet and to check fleet and landfill equipment. 2. Light to moderate exertion in terms of visiting buildings, climbing ladders etc. in the course of supervisory work; some lifting may be involved. 3. On-site work in the course of conducting inspections and responding to emergency situations related to buildings. 	8
2	Moderate movement/ walking with some physical effort, but not over sustained periods.	Occasional heavy physical effort; climbing and lifting may be involved; awkward positions may be involved; visual attention and mental concentration may be required.	<ol style="list-style-type: none"> 1. Supervisor of Disposal (WW, 11/23/2001) 2. Revenue Officer (TR, 4/3/1997) 	<ol style="list-style-type: none"> 1. Direct supervision of employees at solid waste disposal sites; medium to heavy lifting may be involved. 2. Heavy lifting may be involved with coin bags; visual acuity for closed circuit TV monitoring. 	10

Physical Demands

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
2.5					13
3	Constant movement or considerable heavy physical effort.	May require very high degree of visual attention; may require lifting or pulling of heavy or awkward objects; may require much walking over rough ground, climbing.			15
3.5					18
4	Extended strenuous work.	May require expenditure of major effort over extended time.			20
4.5					25
5	Continuous heavy labouring work.	Requires the expenditure of continuous effort causing major fatigue.			30

Working Conditions

Working Conditions

Working Conditions evaluates the disagreeableness of the job environment from the employee's standpoint. It measures the degree of health hazard present in the job.

Working Conditions

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
1	Comfortable working conditions.	Standard office conditions with minimal exposure to disagreeable features.	Chief Zoning Officer (PP&D, 6/15/2005)	Comfortable conditions typical of standard office environments.	5
1.5		May involve exposure to noise or fumes.	<ol style="list-style-type: none"> 1. Safety Officer (WW, 1/14/2003) 2. Wastewater Treatment Plant Supervisor (WW, 11/10/1997) 	<ol style="list-style-type: none"> 1. Accident investigations involve site visits causing exposure to fumes, noise etc. 2. Supervision and work inspection in treatment plants that contain poisonous fumes; exposure to hazardous machinery and equipment. 	8
2	Some disagreeable conditions.	Some possibility of minor accidents, although not a regular occurrence.	<ol style="list-style-type: none"> 1. Superintendent of Traffic Signals (PW, 6/23/1997) 2. Supervisor of Servicing Shift (TR, 4/3/1997) 	<ol style="list-style-type: none"> 1. Meetings or inspections at work site involved requiring the use of safety equipment and protective gear; loud noises, extreme temperatures are normally present. 2. A bulk of the time spent in vehicle storage areas and service lines. 	10
2.5			Inspector (TR, 4/3/1997)	Exposure to extreme environmental conditions such as temperature changes, chemicals, machinery and noise; continuous on-site work.	13
3	Noticeably disagreeable.	Some exposure to severe disagreeable conditions of noise, dust, wet weather, etc.; distinct exposure to minor injuries, but not involving hospital treatment or lost time.	Zoo Veterinarian (CM, 7/27/1997)	Animal diagnosis, examinations and treatment – can be exposed to dangerous conditions resulting in injury and exposure to medical fumes and equipment.	15

Working Conditions

Grade	Grade Definition	Guidelines and Explanations	Benchmarks	Benchmark Characteristics	Points
3.5					18
4	Disagreeable.	Exposure to unpleasant working conditions; continuous outside work; exposure to serious injuries or non-incapacitating occupational diseases.			20
4.5					25
5	Continuous exposure to severe factors.	Attention to work for extended periods is possible.			30
5.5					35
6	Exceptionally disagreeable conditions.	Relief must be provided at frequent intervals; distinct possibility of total disability or death.			40