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# Defence Scientific Service Group - Pay Plan

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# Defence Scientific Service Group - Pay Plan

## Introduction

1. The purpose of this document is to define the plan; to provide managers and employees with the information needed to be able to apply the plan and understand its operation; to provide a common basis for dialogue between individual managers about individuals and circumstances and between management and employee representatives about collective interests in the plan; and to promote uniform application of the plan throughout the DS Group.

## Application

2. This plan applies to those employed as members of the Defence Scientific Service Group in Grades DS-01 to DS-07 (employees in Grades DS-07a, DS-07b and DS-08 are excluded from this pay plan).

## Authority

3. This plan was approved under TB Decision Number 769818 dated March 14, 1980, and was subsequently amended effective March 1<sup>st</sup>, 1999 under TB Decision Number 826950 dated February 11, 1999.

## Classification

4. The DS Classification and Selection Standard specifies that this is a person-oriented level description plan. The candidate is appointed by staffing action at a designated classification level in relation to the characteristics of the work to be performed and individual qualifications of the candidate.

5. The characteristics of each bargained level are summarized in the level determinants of the DS Classification and Selection Standard and are attached for reference in Appendix A. An examination of these determinants will show that they are descriptions written from a career perspective and not just from the short-term perspective of the current assignment and performance. The degree of complexity and responsibility of a defence scientist's assignments tends to increase as the employee matures (i.e. as knowledge and abilities develop with experience). The general characteristics associated with an individual scientist are compared with the level determinants in order to establish his or her classification level and state of professional development within the level. An employee's classification level is governed solely by the Classification and Selection Standard and the DS Promotion and Salary Advancement Guidelines produced pursuant to the Classification and Selection Standard, and is not a product of the Salary Progression Guidelines outlined in paragraphs 11 to 16 below.

## Implementation

### Merit review

6. The purpose of the DS Merit Review is to assess the state of professional development of individual scientists and to determine promotions and appropriate salary progression.

7. Actions resulting from a Merit Review shall be implemented effective April 1 of each year.

8. The Merit Review forms the basis for decisions to promote, withhold a pay increment, grant a single increment, grant multiple increments and grant increments over a single or double barrier on the effective date.

9. The Merit Review is a three-stage process. The first stage is the provision of information about the employee, with input from the employee, the immediate supervisor and the accountable manager, including assessment and salary recommendations from the accountable manager. The second stage involves a review of the Performance Evaluation and salary recommendation for each DS by a Reviewing Officer. The following types of cases shall be referred to the Defence Scientist Human Resource Management Committee (DSHRMC):

- a. recommendations that an employee or the reviewing officer do not agree to;
- b. recommendations for the withholding of an increment or the awarding of more than 2 increments;
- c. recommendations for promotion to DS-03, DS-04, DS-05, DS-06 and DS-07;
- d. unsatisfactory assessment recommendations;
- e. cases that, in the view of the Chairperson of the DSHRMC, should be reviewed by the Committee. Employees will be informed if such action has been taken.

Review by the DSHRMC is the third stage in the process. The DSHRMC normally consists of senior defence research management and members of the external scientific community. The main responsibility of the DSHRMC is to review the matters referred to it and to make the subsequent final decision on the resulting appointment levels and salary actions. It is also responsible for ensuring that classification actions are administered in conformity with the DS Classification Standard and that assessments, the pay plan and the standard are applied uniformly and equitably throughout the population of employees to which they apply. When the DSHRMC changes a recommendation, an employee shall be provided with a written explanation of such changes.

## **DS assessment**

10. The factors that will be used in the DS assessment process are itemized in Appendix B.

## **DS Salary progression guidelines**

11. The following guidelines are intended to permit progressive action towards providing employees with salaries consistent with their state of professional development.

12. The normal rates of salary progression within the levels will be as follows:

- annual increments - DS-02, DS-03, DS-06 and DS-07
- annual increments - below the double barriers in DS-04 and DS-05
- biennial increments - crossing the double barriers in DS-04 and DS-05 and at each single barrier thereafter

13. Employees in DS-03, and those below the double barriers in DS-04 and DS-05, may receive double increments if they are developing at a much faster rate than normal towards meeting the criteria for promotion to the next level.

14. Slower than normal rates of salary progression may also occur.

15. Employees will be considered for promotion after one year at the DS-01 level and after one year at the maximum of DS-02 and DS-03 levels, the double barrier in DS-04 and the sixth increment in DS-05. Consideration for promotion can occur at other points on the salary scale.

16. There may be, on occasion, an assessment recommendation of "Unsatisfactory". An unsatisfactory rating would occur where the evidence shows the employee's actual state of professional development to be unacceptably low by comparison with the normal state of professional development for the employee's grade and salary. An employee whose performance is assessed as "Unsatisfactory" will be denied advancement to the next step on the scale, and will be notified, in writing, of the decision to that effect not more than six (6) weeks and not less than two (2) weeks prior to the increment date.

## **General**

### **Rate of pay on initial appointment**

17. Entrants to the DS Group with a bachelor's degree or a bachelor's degree with limited experience will normally be appointed at the DS-01 level. This level will also be used for term appointments of university graduate students who demonstrate an interest in continuing employment within the group on completion of their graduate studies.

18. Entrants to the DS Group with a master's degree or a master's degree with limited experience will normally be appointed in the DS-02 range.

19. Entrants to the DS Group with a PhD degree or a PhD degree with limited experience will normally be appointed in the DS-03 range.

20. For experienced personnel, the rate of pay on initial appointment shall be a rate consistent with the appointment level and assessed state of professional development.

### **Rate of pay on promotion**

21. The guidelines describe the normal points at which employees may be recommended for promotion, but they are not intended to prohibit promotion from any point in the pay range.

22. On promotion, an employee shall be paid a rate of pay that provides for an increase in salary that is at least equal to the lowest pay increment for the level to which the employee is promoted.

23. Notwithstanding anything to the contrary, an employee who is promoted on a day on which he or she is also eligible for consideration for an incremental increase, shall not normally receive that salary increment in addition to the salary adjustment provided by paragraph 22.

### **Significance of barriers**

24. All of the single barriers in DS-03 and below the double barriers in DS-04 and DS-05 are points at which the salary of an employee, whose state of professional development is significantly lower than normally expected, may be held for an additional year beyond that which is normal. In addition, the double barriers in the DS-04 and DS-05 ranges, all of the single barriers above the double barriers in the DS-04 and DS-05 ranges, and all the single barriers in the DS-06 and DS-07 pay ranges are points at which employees' salary progression may terminate because they have ceased to demonstrate an increase in their state of professional development.

### **Pay increment dates**

25. The date on which employees shall be considered eligible for pay increment consideration will be April 1.

26. The first review date for an employee shall be April 1 following the date of initial appointment to the DS Group, provided that the employee has earned at least twenty-six (26) weeks of pay immediately prior to the April 1 review date. An employee who has not completed this minimum requirement will not be entitled to the first merit review until the next annual review date of April 1.

## Defence Scientific Service Group

DS 01 \$ \_\_\_\_\_ to \_\_\_\_\_

DS 02 \$ \_\_\_\_\_

DS 03 \$ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

DS 04 \$ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

\_\_\_\_\_ // \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

DS 05 \$ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

\_\_\_\_\_ // \_\_\_\_\_ / \_\_\_\_\_

DS 06 \$ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

DS-07 \$ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

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## Appendix A - DS Classification Standard

### Defence scientist level 1

#### General characteristics

This is the recruiting and learning level for members of the group who possess a bachelor's degree or a bachelor's degree and limited experience. The work is done under supervision either as a member of research and development (R&D) teams or as an assistant to more senior members of the group. The level is also used for term appointments of university graduate students who demonstrate an interest in continuing employment within the group on completion of their graduate studies.

#### Characteristic duties and responsibilities

Participates in R&D projects and studies, feasibility studies, field trials, tests and experiments; operational research and scientific analysis projects and studies; scientific and technological evaluations of foreign military activities, capabilities and equipment; the identification, location and selective acquisition of scientific and technological information from classified and proprietary sources.

Responsibilities are restricted in scope, complexity and requirement for independent interpretation. Supervisory responsibilities are limited to guidance and supervision of technical or support staff.

#### Other level determinants

Demonstrated competence in comparison with established standards of competence for scientists of similar academic background and experience, and evidence of promise of professional development.

### Defence scientist level 2

#### General characteristics

This is the recruiting and developmental level for those with a master's degree or for members of the group with a bachelor's degree and research experience relevant to defence science. The work is done under general supervision either as a member of R&D teams, or as an assistant to more senior members of the group.

#### Characteristic duties and responsibilities

Participates in R&D projects and studies, feasibility studies, field trials, tests and experiments; operational research and scientific analysis projects and studies; scientific and technological evaluations of foreign military activities, capabilities and equipment; the identification, location and selective acquisition of scientific and technological information from classified and proprietary sources.

Responsibilities are restricted either in scope, complexity or requirement for independent interpretation. Supervisory

responsibilities are limited to guidance and supervision of technical or support staff.

#### **Other level determinants**

Demonstrated competence, comparison with established standards of competence for scientists with similar relevant experience, evidence of promise of professional development.

### **Defence scientist level 3**

#### **General characteristics**

This is a junior working level for those with the experience and expertise needed to undertake independent work in defence science and technology. It is the entrance level for those with a PhD degree and developmental level for those with a bachelor's or master's degree and experience directly related to the field of employment. Work will normally be done under general supervision and often as a member of a team.

#### **Characteristic duties and responsibilities**

Plans, organizes and conducts research, development, investigations, studies, evaluations, field trials and experiments requiring specialized knowledge in a professional discipline, of defence science and technology or of military operations and defence problem areas. Plans and conducts evaluations of foreign science and technology and work in the area of scientific information.

Responsibilities include accountability for evaluation, interpretation and reporting of results and for judgements made in the conduct of work; and for providing professional advice to scientific and military colleagues involved in the work. May be responsible for the co-ordination of technical activities with internal and external elements and for responding in timely fashion to external requests for consultation and problem solving. May represent the department on scientific and technological issues.

Responsibilities may include general supervision of junior professionals and technical support staff.

#### **Other level determinants**

Demonstrated competence and capabilities, comparison with established standards of competence for scientists with similar relevant experience, evidence of promise of professional development.

### **Defence scientist level 4**

#### **General characteristics**

This is the working level for experienced officers who have demonstrated the ability to accept responsibility for and successfully conduct specific projects and investigations in specialized areas of defence science and technology and who may be required to plan and co-ordinate the work of project teams internally and with external organizations. Work will be under general supervision or under direction depending on the individual's demonstrated ability.

#### **Characteristic duties and responsibilities**

With respect to scientific R&D and scientific analysis plans, organizes and conducts investigative activities requiring current specialized knowledge of defence science and technology; accepts responsibility and accountability for the evaluation, interpretation and reporting of results; formulates solutions for and provides advice on operational and equipment-related problems of the Canadian Forces; supervises technical and junior professional staff. With respect to scientific liaison, maintains contacts and exchanges information with colleagues in defence organizations in other countries, represents the department as technical expert in limited fields or as a junior member of an official liaison element in other countries. Duties in scientific advice, scientific planning and evaluation are normally limited in scope and outputs are intended for use within the department.

#### **Other level determinants**

Demonstrated competence and capabilities, depth and scope of work being done and of achievements, estimated potential for further advancement and comparison with group members with similar relevant experience.

### **Defence scientist level 5**

#### **General characteristics**

This is the senior working level for mature, experienced officers who have established a recognized reputation and professional competency and leadership in a complex area of science and defence technology. They must have consistently demonstrated the ability to work under direction, to generate original and novel solutions to problems, and to meet scientific and technological objectives that are defined in broad terms, subject only to policy, budgetary or other general managerial or military limitations.

## **Characteristic duties and responsibilities**

With respect to scientific R&D and scientific analysis plans, organizes, conducts and controls projects, studies, etc., that demand leadership and direction of work of considerable scientific and technological scope and often involve several different aspects of the R&D spectrum. Work may require supervision of personnel and direction of multi-disciplinary matrix-management type projects.

With respect to scientific liaison, maintains contacts with national and international science communities and represents national and organizational scientific and technological interests at national and international meetings. With respect to scientific advice, provides comprehensive scientific and technical evaluations and advice and in scientific planning and evaluation; formulates and develops proposals on scientific and technological policies and R&D programs; and provides comprehensive assessments and evaluation of existing R&D programs and activities. Duties in relation to the evaluation of foreign science and military technology and in scientific information activities are comprehensive and varied.

## **Other level determinants**

Demonstrated competence and capabilities, depth and scope of work being done and of achievements, evidence of continued professional growth and development, estimated potential for further advancement and comparison with group members with similar relevant experience.

## **Defence scientist level 6**

### **General characteristics**

This is the select level of those who have consistently demonstrated exceptional scientific leadership and ability in highly complex and significant fields of defence science and technology and scientific analysis, and/or in directing and managing the work of multi-disciplinary groups of R&D personnel. This level is also associated with senior staff positions in headquarters and foreign offices that require broad experience and exceptional ability to provide authoritative advice on the policy, planning, evaluation, co-ordination, technology transfer, foreign liaison, intelligence and information aspects of major national, international and departmental programs and issues in defence research and development. Wide latitude is provided for the application of independent scientific and technological judgement.

### **Characteristic duties and responsibilities**

With respect to scientific R&D and scientific analysis and normally under direction on the objectives of the work, conducts and manages major projects and scientific investigations requiring outstanding leadership abilities and performance in major complex areas of defence science, technology, military operations and policies. With respect to scientific liaison, represents the department on major issues of defence science and technology both nationally and internationally and provides support to national political and military representatives in foreign countries over the whole spectrum of defence science and technology. Provides advice to senior departmental personnel by the analysis, assessment and review of highly complex and advanced fields of defence science and technology and of departmental research and development programs and activities. In the areas of foreign science and military technology and acquisition of scientific and technological information, determines thrust, scope and depth of activities within the prescribed broad policy and resource limitations.

### **Other level determinants**

Demonstrated competence and capabilities, depth and scope of work being done, of achievements, and of associated responsibilities, evidence of continued professional growth and development, evidence of development of managerial and similar skills and abilities, estimated potential for further advancement and comparison with other members at this level.

## **Defence scientist level 7**

### **General characteristics**

This level is primarily for those who have demonstrated exceptional ability to manage the R&D activities of defence R&D organizations and/or scientific analysis organizations and the resources - personnel, facilities and operating funds - allocated to those organizations and/or the co-ordination of R&D programs or activities including determining the nature and priority of objectives within such organizations. Scientists with an exceptional record of achievements and scientific advisors in very senior advisory roles may also attain this level.

### **Duties and responsibilities**

The management of defence research establishments and the co-ordination of major R&D programs and activities.

The direction and conduct of R&D at an exceptionally high level of achievement.

The provision of defence scientific and technological advice to the executive levels of the department.

## **Appendix B - DS Performance Assessment Factors**

The assessment of an employee's state of professional development and productivity will be based on evidence related to the three factors described below. The factors are intended to provide a means of assessing performance in a uniform manner throughout the DS Group. They will also help individual employees to appreciate the basis on which performance is assessed. The relative importance of each factor will depend on the nature of work, the level and the length of experience of the individual, and undue significance should not be attached to the order of presentation below.

#### 1. Effectiveness and productivity in scientific research, development and analysis (SRDA)

The measures of effectiveness in SRDA are:

- **Expertise** (*connaissance techniques*) - the extent to which one is capable of being a source of current, knowledgeable and dependable data, information, opinion and advice.
- **Creativity** (*créativité*) - the extent to which one is the source of new theoretical or experimental approaches, new concepts, instrumentation or systems, adaptations of existing techniques, etc. to novel situations; and the extent to which one sources new ideas and proposals for SRDA, whether through in-house work or as scientific authority in contracting out and technology-transfer activities.
- **Productivity** (*productivité*) - the quality, quantity and value of accomplishments and contributions to the department, whether through in-house work or as scientific authority in contracting out and technology-transfer activities.
- **Recognition** (*reconnaissance*) - the extent to which one's accomplishments and contributions in SRDA are known to, and accepted by, peers, colleagues and superiors.
- **Impact** (*influence*) - the extent to which one has an effect on the quality, scope or direction of departmental activities and/or the extent to which one has added to scientific or technological knowledge.

#### 2. Effectiveness and productivity in representational and human relations activities

The measure of effectiveness in these activities is acceptance as a communicator, representative, advocate and negotiator in SRDA matters and issues by peers, colleagues and superiors in the home establishment and elsewhere. The more important the matter and issues entrusted to one and the more senior and wider the circle of one's activities, the greater is the significance of this factor. Important areas where this factor is quite significant are technology transfer and industrial liaison; scientific liaison with the Canadian Forces, other agencies and countries; scientific staff and advisory positions; and contracting out.

#### 3. Effectiveness and productivity in managerial activities

Management of defence SRDA involves organizing, planning and controlling diversified resources to execute the manager's assignments, and the provision of leadership to, and evaluation of, other scientists, engineers and/or technologists. The measures of effectiveness in these activities are provision of leadership; handling of complexities; obtaining, motivating and evaluating staff; communicating; and judgement. The managerial functions may be carried out operationally and executively (by line personnel and senior officers) or conceptually and consultatively (by staff and advisory personnel). The more important and diverse the SRDA functions and the greater the productivity and effectiveness of the functions managed, the greater is the significance of success in these activities.