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Canada

Personnel Administration (PE) Job Evaluation Standard

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Personnel Administration (PE) Job Evaluation Standard

Amendments

Amendment Number	Date	Description
1	April 1993	Category rescinded.
2	March 1999	New occupational group definition map established with new occupational group definitions linked to corresponding classification standards; in this case, the parts of the Human Resources Management Group evaluated using the Personnel Administration (PE) job evaluation standard.
3	July 2019	<ul style="list-style-type: none">• Reformat standard in accessible format.• Modernize and update terminology.• Add policy context page and group definition.• Rename “Dimensions” information in the benchmarks as “Organizational context” and place after the “Summary” heading.• Add link to the Policy interpretation on the Human Resources Management Group Allocation Specific to the Personnel Administration (PE) Classification Standard Treasury Board bulletin issued in January 2014.• Remove items that are no longer relevant such as<ul style="list-style-type: none">◦ Category definition; and◦ “Percentage of time” in benchmark position descriptions.

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Introduction

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Policy context

1. Effective date

1.1 This standard takes effect in 1986.

2. Application

2.1 This standard applies to the core public administration as defined in section 11 of the Financial Administration Act, unless excluded through specific acts, regulations or Orders-in-Council.

2.2 This standard is to be used to establish the appropriate level for work allocated to the Human Resources Management (HM) Group evaluated using the Personnel Administration (PE) Job Evaluation Standard.

3. Context

3.1 This standard is a key component of the classification system and must be read in conjunction with the Policy Framework for the Management of Compensation, the Policy on Classification, the Directive on Classification, the Directive on Classification Grievances, and occupational group definitions.

3.2 The classification system is the infrastructure that is put in place to effectively manage the classification of positions within the core public administration. Classification entails allocating positions by occupational group and level using the appropriate classification standard to ensure that the relative value of work is respected across the core public administration.

3.3 This standard is issued pursuant to sections 7 and 11.1 of the Financial Administration Act.

4. Consequences

4.1 The consequences identified in the Policy on Classification apply in cases of non-compliance with this standard.

5. Related policies and publications:

- Policy on Classification;
- Directive on Classification;
- Directive on Classification Grievances;
- Occupational group definitions;
- Guide to Allocating Positions Using the Occupational Group Definitions;
- Table of Concordance;
- Job evaluation standards; and
- Other policy instruments and guides that may be published from time to time.

6. Inquiries

Please direct inquiries about this standard to your departmental corporate classification office. To obtain information on the application of this standard, a representative of the departmental corporate classification office should contact:

Workforce Organization and Classification
Employment Conditions and Labour Relations Sector
Office of the Chief Human Resources Officer
Treasury Board of Canada Secretariat
Ottawa, Ontario K1A 0R5

Email: publicenquiries-demandesderenseignement@tbs-sct.gc.ca

Preface

This standard describes the plan to be used in classifying and evaluating positions in the Personnel Administration (PE) Group, and in selecting personnel for appointment to them.

The classification and evaluation plan provides a quantitative method for determining the relative value of positions in the group, and the selection plan describes the method to be used for determining the qualifications required of candidates and assessing the extent to which they possess them. Benchmark position descriptions are provided which serve both as a reference for position evaluation and for selection.

The standard is designed for use by classification officers, staffing officers and line managers who are involved in the classification and staffing of PE Group positions.

It is the responsibility of the line manager to determine and describe the duties and responsibilities of a position, and the qualifications required of its incumbent. During the process the personnel officer will provide advice and assistance to the line manager as required.

Subsequent to the development of a position description it will be the responsibility of the personnel officers to ensure that legislative and delegated authorities are effectively discharged. Wherever feasible the line manager or other line officers should actively participate in the classification and staffing process.

Group definition

Pursuant to subsection 102(1) of the Public Service Reform Act, the Treasury Board of Canada hereby provides notice that the definition of the General Services Group and its sub-groups, effective April 21, 1993, as published in Part I of the Canada Gazette, on May 8, 1993, is amended and replaced by the following definition that shall apply to the Human Resources Management Group effective March 18, 1999.

The Personnel Administration (PE) classification of the Human Resources Management Group, comprises positions that are primarily involved in the provision of strategic advice on human resources management and the planning, development, delivery or management of human resources services to the Public Service.

Inclusions

Notwithstanding the generality of the foregoing, for greater certainty, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

1. the provision of strategic advice on or the planning, analysis, development, delivery or management of human resources policies, programs, services and other activities;
3. the provision of specialized services such as investigations, appeals and dispute resolution processes involving the application of human resources policies and programs; and
4. the leadership of any of the above activities.

Exclusions

Positions excluded from the Human Resources Management Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:

1. the research, analysis and provision of advice on compensation issues to managers, employees and their families or representatives; and
2. the provision of administrative services including adapting, modifying or devising methods and procedures in support of Public Service policies, programs, services or other activities dealing with human resources.

Part I: Position classification and evaluation plan

Introduction

The position classification and evaluation plan for the PE group is a point-rating plan consisting of an introduction, rating scales, point boundaries and benchmark position descriptions.

Point rating is an analytical, quantitative method of determining the relative value of jobs. It is particularly suited to heterogeneous occupational groups in which jobs consist of varied combinations of tasks. Essentially, point-rating plans define characteristics or factors common to the jobs being evaluated. They define degrees of each factor and allocate point values to each degree. The total value determined for each job is the sum of the point values assigned by the raters.

All methods of job evaluation require the exercise of judgment and the orderly collection and analysis of information in order that consistent judgments can be made. The point-rating method facilitates rational discussion and resolution of differences in determining the relative worth of jobs.

Factors

The combined factors do not describe all aspects of jobs. They deal only with those characteristics that can be defined and distinguished and that are useful in determining the relative value of jobs. Three factors are used in this plan.

Point values

The maximum point value assigned to each factor reflects its relative importance. The point values assigned to the degrees of each factor increase arithmetically.

Level point boundaries

The point boundaries for the classification levels are based on a geometrical progression of the midpoint of each range. The actual boundaries of each level have been adjusted slightly to accommodate minor variations caused by the use of the arithmetical progression used in establishing degree values of the factors in the evaluation plan.

Rating scales

In the rating plan, the factors, weight and point values are as follows:

Factor	Minimum Points	Maximum Points	Percent of Factor Weight
Knowledge	60	300	30%
Problem solving/decision making	80	400	40%
Managerial responsibility	60	300	30%
Total	200	1,000	100%

Factor Weights

Factor	Points
Knowledge	300
Decision Making	400
Managerial Responsibility	300
Total	1,000

Classification Levels and Point boundaries

Level	Points
1	0 to 205
2	226 to 315
3	316 to 416
4	417 to 528
5	529 to 650
6	651 to 796

Benchmark positions

Benchmark (BM) position descriptions are used to exemplify degrees of factors or elements. Each description consists of a brief summary, a list of the principal duties with the percentage of time devoted to each, and specifications describing the degree of each factor or element to which the position is rated. The benchmark positions have been evaluated, and the degree and point values assigned for each factor are shown in the specifications. The rating scales identify the benchmark position

descriptions that exemplify each degree. These descriptions are an integral part of the point-rating plan and are used to ensure consistency in applying the rating scales.

Use of the position classification and evaluation plan

There are six steps in the application of this classification standard.

1. The position description is studied to ensure understanding of the position as a whole and of each factor. The relation of the position being rated to positions above and below it in the organization is also studied.
2. Allocation for the position to the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
3. Tentative degrees of each factor in the position being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the description of factors and the notes to raters.
4. The description of the factor in each of the benchmark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the factor in benchmark positions for the degrees above and below the one tentatively established.
5. The point values for all factors are added to determine the tentative total point rating.
6. The position being rated is compared as a whole with positions to which similar total point values have been assigned, as a check on the validity of the total rating.

Determination of levels

The ultimate objective of job evaluation is the determination of the relative worth of jobs in each occupational group. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and will be assigned to the same level.

The evaluation plan for this group does not provide for the point rating of positions below the lowest possible score of 200 points. Positions that are identified as being developmental, and other positions that may not meet the criteria described at degree 1 of the factors of the plan will be assigned to Level 1.

Knowledge factor

This factor is used to measure the difficulty of the duties assigned to a position in terms of the knowledge required.

Definition

Knowledge

refers to the understanding of departmental or agency activities and objectives, administrative principles and practices, legislation and regulations as well as to the theory and practices in one or more areas of specialization in personnel administration. The main areas of specialization are recruitment and placement, staff relations, training, classification and compensation, personnel research and manpower planning.

Notes to raters

Knowledge beyond basic requirements may be acquired through on-the-job training, in-service training, university extension courses, continuing study of personnel publications and through experience in related and progressively more responsible jobs. The assessment of these requirements is illustrated in the specifications of the benchmark position descriptions. Each degree of the knowledge factor is exemplified by one or more benchmark position descriptions.

The appropriate degree of the knowledge factor for a position being rated is determined by examination of the knowledge specifications for the benchmarks and selecting the degree assigned to the factor specifications that most closely resembles those of the position being evaluated. As a further check on this selection the total duties of the two positions should be compared to ensure that the total knowledge requirement of the position being evaluated is not inconsistent with the overall responsibility of the position.

Rating scale – Knowledge

Degree of Knowledge	Points	Benchmark
1	60	No benchmark
2	100	<u>BM-01</u>
		<u>BM-02</u>
		<u>BM-03</u>
		<u>BM-04</u>
		<u>BM-06</u>
3	140	<u>BM-05</u>
		<u>BM-08</u>
		<u>BM-09</u>
4	180	<u>BM-07</u>
		<u>BM-10</u>
		<u>BM-11</u>
		<u>BM-12</u>
5	220	<u>BM-13</u>
		<u>BM-14</u>
		<u>BM-15</u>
6	260	No benchmark

Decision making factor

This factor is used to measure the difficulty of the duties of the position as indicated by the scope for decision making and by the impact of the decisions.

Definitions

Decisions

refers to decisions to take particular courses of action within the authority delegated to the position, to recommendations to superiors and to line officers to follow particular courses of action, and to shared decisions and recommendations in which the incumbent is an effective participant.

Scope for decision making

refers to the freedom to make decisions and recommendations. It is measured in terms of the judgment, initiative and discretion required to identify and resolve problems, the availability of direction, and the difficulty of determining the implications of possible courses of action.

Impact of decisions and recommendations

refers to the importance of the decisions and recommendations in terms of the manpower affected, the effect on the efficiency with which personnel programs are administered, and the consequent effect on the organization served. It also refers to the importance of decisions in establishing precedents.

Established methods

is to be interpreted broadly to include the guidance provided by manuals and directives, and by precedents.

Programme

refers to the plans of action directed toward the development and implementation of government, department or agency personnel policies.

Notes to raters

The three degrees of the Impact of Decisions and Recommendations element are illustrated by the benchmark position descriptions. The following characteristics of the work are to be considered in determining a tentative degree for this element:

1. The population served by a given position, which is not necessarily the total population of the department or agency.
2. The features of the organization such as:
 - Organizational complexity and stability;
 - The variety and complexity of the groups served;
 - The dispersal or isolation of staff; and
 - The servicing of two or more organizations under separate management.
3. The extent to which the incumbent is expected to make recommendations to line management, or is the effective recommending authority, which is usually related to the level of the position in the organization.
4. The nature of the personnel services provided.

5. The extent of delegation from Central Agencies.
6. The consequences of an error of judgment in making a decision or recommendation.

Any one characteristic is only an indication of the impact of the decisions and recommendations, and the whole context within which the work is performed is to be considered. The job as a whole is then to be compared to the descriptions of the benchmark positions exemplifying the degree of impact that has been tentatively established.

Rating scale – Decision making

Scope for Decision Making	Impact of decisions and recommendations		
	Limited Impact Degree 1	Moderate Impact Degree 2	Significant Impact Degree 3
Degree A: Decisions and recommendations require some judgment, initiative and discretion. Individual problems are solved by the selection of a course of action indicated by established methods and instructions. The implications of possible courses of action are usually apparent from precedents, Unusual' problems are referred to superiors	Degree A1 80 points No benchmark	Degree A2 135 points <u>BM-01</u> <u>BM-02</u> <u>BM-06</u>	Degree A3 190 points No benchmark
Degree B: Decisions and recommendations require a moderate degree of judgment, initiative and discretion. Problems are solved by selection of courses of action that may require some modification of established methods. The implications of possible courses of action may not be readily apparent. Direction is sought when the apparent solutions to problems are not within the intent of established practices.	Degree B1 132 points <u>BM-03</u> <u>BM-05</u>	Degree B2 187 points <u>BM-07</u> <u>BM-09</u>	Degree B3 242 points <u>BM 11</u>
Degree C: Decisions and recommendations require a significant degree of judgment, initiative and discretion. Problems are solved by modification of established methods or by devising new courses of action within the intent of established programs. The implications of possible courses of action are often difficult to determine. Recommendations are made to effect changes in programs.	Degree C1 184 points <u>BM-04</u> <u>BM-08</u>	Degree C2 239 points <u>BM-10</u> <u>BM-12</u>	Degree C3 294 points <u>BM-13</u> <u>BM-14</u>

	Impact of decisions and recommendations		
	Limited Impact Degree 1	Moderate Impact Degree 2	Significant Impact Degree 3
Scope for Decision Making			
Degree D: Decisions and recommendations require a high degree of judgment, initiative and discretion. Duties of the position require the development of solutions to diverse and inter-related problems. Substantial contributions are made to planning, developing and changing programs in response to recommendations, in anticipation of changing conditions, or to achieve objectives established by superiors. Implications of actions taken or proposed are complex and often cannot be determined with certainty.	Degree D1 236 points No benchmark	Degree D2 291 points <u>BM15</u>	Degree D3 346 points No benchmark

Managerial responsibility factor

This factor is used to measure the difficulty of the duties of the position in terms of the requirement to commit and use effectively financial, material and human resources to develop and implement improvements in organization, methods and practices, and the administrative co-ordination of activities with those of others.

Notes to raters

This factor is designed to be used for all positions allocated to the group, its title does not in any way preclude or restrict its use to measure purely staff type duties.

The following characteristics of the work are to be considered along with the degree definitions in determining a tentative degree for this factor:

- The responsibility for controlling, coordinating and using departmental funds and other resources.
- The responsibility for directing and assigning work, training, appraising performance and determining effectiveness of work force.
- The responsibility for planning, organizing or coordinating work.

- The requirement to select, co-ordinate and direct the work of committees and task forces.
- The responsibility for deciding on the need for consultants to undertake special studies and for developing recommendations on the hiring of consultants.

Any one characteristic is only an indication of the difficulty and responsibility of the work, and the whole context within which the work is performed is to be considered.

The appropriate degree of the Managerial Responsibility factor is confirmed by comparing the duties of the position being rated with the duties and specifications of the benchmark positions that exemplify the degree tentatively selected.

Rating scale – Managerial responsibility factor

Nature of Responsibility and Degree	Points	Benchmark
Commits the department or agency to expenditure of funds through personnel actions approved. Assigns work and prescribes methods to trainees and support staff. Suggests changes in procedures that may result in savings or additional expenditures. Secures co-operation of individuals or small groups to obtain information or to reach agreement when interests do not coincide.	60	BM-01 BM-02 BM-03 BM-05
Commits the department or agency to expenditure of funds and other resources by reviewing and approving personnel actions that are contentious and may be precedent setting. Assigns work and conducts in-job-training of personnel advisers and other staff; reviews the more difficult aspects of their work with them. Organizes personnel administration work where budget requirements and objectives can be forecast with some accuracy. Plans, advises on, or implements changes in personnel procedures in his own specialty that will increase the effectiveness of the operation. Directs the work of committees on the assignments of short duration and with limited scope and objectives; the co-operation of others must be secured to resolve problems, or to obtain information required for planning purposes.	120	BM-04 BM-06 BM-07 BM-08 BM-09

Nature of Responsibility and Degree	Points	Benchmark
<p>Commits the department or agency resources in interpreting management objectives, defining projects and assigning work to meet budget and other controls. Appraises work performance, sets performance standards for own staff, deploys own staff to meet changing conditions and objectives. Organized and plans personnel administration work where workload, budget requirements and objectives are difficult to forecast with accuracy.</p> <p>Plans, advises on, obtains acceptance of, or implements changes in personnel procedures involving own and other personnel specialties within own organization and general directives; recommends such changes for adoption at higher organizational levels. Directs the work of study groups seeking solution to technical problems complicated by involvement in other personnel fields and with matters pertaining to line operations of the Department or agency served; active co-operation of officers in specialist staff areas and in line organizations must be secured to implement solutions to problems and to integrate and co-ordinate work where the activities of other officers are affected.</p>	180	<u>BM-10</u> <u>BM-11</u> <u>BM-12</u> <u>BM-13</u>
<p>Commits departmental or agency resources in setting work objectives, preparing budget figures and approving actions in one or more specialties of personnel administration. Adjusts work organization, allocation of staff and training procedures in response to changing conditions or to effect improvements; measures the effectiveness of his work force. Organizes, plans, advises on or co-ordinates work in one or more specialties in personnel administration where forecasts of requirements are based on complex and interrelated factors. Directs the work of committees and task forces drawn from several departments and agencies with authority to recommend changes in personnel procedures and to arrange for the co-operation of officials in government or in industry and in negotiating agreements that require resolution of significant differences in points of view. Recommends to superiors the requirement for outside assistance on a temporary basis to complete assigned work or to provide expert opinions on difficult problems.</p>	240	<u>BM-14</u> <u>BM-15</u>

Part II: Benchmark position descriptions

Introduction

Benchmark (BM) position descriptions are intended to exemplify the degree of each classification factor and element in the position classification and evaluation plan. They are based on actual positions allocated to the PE group but, because they serve to exemplify degrees, their value for that purpose continues even when the actual positions undergo changes.

Benchmark index in numeric order

BM Number	Title	Classification Level	Total Points	Group and Level
1	<u>Classification Officer</u>	2	295	PE-02
2	<u>Staffing Officer</u>	2	295	PE-02
3	<u>Personnel Officer, District Office</u>	2	292	PE-02
4	<u>Personnel Adviser, Small Agency</u>	3	404	PE-03
5	<u>Staffing Training and Development Officer</u>	3	332	PE-03
6	<u>Regional Staff Relations Adviser</u>	3	355	PE-03
7	<u>Head, Classification Audit, Training and Grievances</u>	4	487	PE-04
8	<u>Regional Personnel Manager</u>	4	444	PE-04
9	<u>Regional Manager, Staffing and Human Resource Programs</u>	4	447	PE-04
10	<u>Coordinator, Affirmative Action</u>	5	599	PE-05
11	<u>Chief, Staff Training and Development</u>	5	602	PE-05
12	<u>Chief, Compensation and Staff Relations</u>	5	599	PE-05
13	<u>Regional Personnel Director</u>	6	694	PE-06
14	<u>Director, Classification, Organization and Compensation</u>	6	754	PE-06
15	<u>Director of Personnel</u>	6	751	PE-06

Benchmark index in ascending order of point values

BM #	Title	Knowledge Degree/Points	Decision Making Degree/Points	Managerial Responsibility Degree/Points	Total Points	Classification Level
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BM #	Title	Knowledge Degree/Points	Decision Making Degree/Points	Managerial Responsibility Degree/Points	Total Points	Classification Level
3	<u>Personnel Officer, District Office</u>	2 / 100	B1 / 132	1 / 60	292	2
1	<u>Classification Officer</u>	2 / 100	A2 / 135	1 / 60	295	2
2	<u>Staffing Officer</u>	2 / 100	A2 / 135	1 / 60	295	2
5	<u>Staff Training and Development Officer</u>	3 / 140	B1 / 132	1 / 60	332	3
6	<u>Regional Staff Relations Adviser</u>	2 / 100	A2 / 135	2 / 120	335	3
4	<u>Personnel Adviser, Small Agency</u>	2 / 100	C1 / 184	2 / 120	404	3
8	<u>Regional Personnel Manager</u>	3 / 140	C1 / 184	2 / 120	444	4
9	<u>Regional Manager, Staffing and Human Resources</u>	3 / 140	B2 / 187	2 / 120	447	4
7	<u>Head, Classification Audit, Training and Grievances</u>	4 / 180	B2 / 187	2 / 120	487	4
12	<u>Chief, Compensation and Staff Relations</u>	4 / 180	C2 / 239	3 / 180	599	5
10	<u>Coordinator, Affirmative Action</u>	4 / 180	C2 / 239	3 / 180	599	5

BM #	Title	Knowledge Degree/Points	Decision Making Degree/Points	Managerial Responsibility Degree/Points	Total Points	Classification Level
11	<u>Chief, Staff Training and Development</u>	4 / 180	B3 / 242	3 / 180	602	5
13	<u>Regional Personnel Director</u>	5 / 220	C3 / 284	3 / 180	694	6
15	<u>Director of Personnel</u>	5 / 220	D2 / 291	4 / 240	751	6
14	<u>Director, Classification, Organization and Compensation</u>	5 / 220	C3 / 294	4 / 240	754	6

Benchmark 1: Classification Officer

Point rating 295

Level PE-02

Context

Organizational Dimensions	Linear Organizational Chart
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Organizational Dimensions	Linear Organizational Chart
<p>The headquarters establishment comprises approximately 1,300 person-years (1,400 positions), allocated to six branch organizations.</p> <p>While positions within delegated classification authorities are allocated to 13 occupational groups and sub-groups, the majority of positions are allocated to seven groups and sub-groups in the operational, administrative support, technical and administrative and foreign service categories.</p> <p>A significant proportion of positions are identified as generic positions within the department, requiring corporate level approval for variations in content or factor ratings.</p>	<p>Director of Personnel Services, Headquarters (PE-05)</p> <ul style="list-style-type: none"> • Head of Classification (PE-04) <ul style="list-style-type: none"> ◦ BM 1 Classification Officer (PE-02) • Head of Staff Relations (PE) • Head of Human Resources Programs (PE) • Head of Official Languages (AS)

Summary

Under the supervision of the Head, Classification Section, analyzes, evaluates and classifies junior and intermediate level positions in a departmental headquarters organization; advises managers on the preparation of position descriptions, and on the development of classification and organization proposals; and performs other related duties.

Duties

Analyzes, evaluates and classifies positions in the Operational and Administrative Support categories, as well as position up to the PM-04 level and equivalents in the Technical and the Administrative and Foreign Service categories by:

- Developing and maintaining an awareness of organization structures and program objectives and priorities in the organizational units served;
- Reviewing position descriptions, organization charts and associated documentation to ensure classification proposals provide sufficient data for position evaluation;
- Interviewing managers and incumbents to ensure the currency and accuracy of position descriptions;

- Determining the category, group and sub-group allocation, and evaluating positions using the appropriate classification standard, in accordance with established practice and departmental procedures;
- Preparing rationales supporting evaluation conclusions;
- Participating in classification committees;
- Preparing submissions, including rationales, for the classification of positions at levels beyond assigned authorities;
- Discussing and explaining evaluation procedures and conclusions to managers and incumbents; and
- Preparing classification action forms and associated correspondence.

Advises managers on the interpretation and application of classification standards, the development of classification proposals and the implication of alternative classification and organization structures by:

- Reviewing program objectives and organizational structures to identify organization and assignment options;
- Evaluating these options in terms of probable classification levels, staffing and staff relations considerations, and impacts on career opportunities of employees;
- Providing guidance, in the form of suggestions and relevant examples, on the drafting of position descriptions; and
- Conferring with colleagues in own and other departments on the interpretation and application of Classification standards.

Performs other related duties, such as assisting corporate staff in conducting classification training programs for managers and audits of classification records, drafting correspondence and reports, assisting colleagues in own and other departments in evaluating positions and establishing appropriate classification comparisons, and assisting in the orientation and training of classification trainees and support staff.

Knowledge

Degree: 2

Points:

100

The work requires a knowledge of classification principles and practices, knowledge of the organization and program structures of the department. The work also requires an appreciation of the interrelationships of position

classification with other specialized programs in personnel administration. Experience is required in the interpretation and application of classification standards, and in developing written and oral analyses, reports and presentations.

Decision making **Degree:**
A2 **Points:**
135

The work involves analysis, evaluation and classification of positions at junior and intermediate levels in a headquarters organization, and the provision of associated assistance and advice to managers. Decisions and recommendations affect the classification of positions and the development of organization structures. Decisions also contribute to the consistency and equity of departmental classification programs, and to departmental compliance with Treasury Board policies and directives on position classification. Recommendations on classifications beyond delegated authority, or having department-wide implications, are referred to corporate staff levels.

Managerial responsibility **Degree: 1** **Points:**
60

Decisions on the classification of positions and recommendations on job design and organizational structures have a direct effect on pay list expenditures, and influence the recruitment and retention of staff. Co-operation and assistance from departmental managers and colleagues are required in developing position descriptions and rationales. Supervision, training and appraisal of classification trainees and support staff may be required.

Benchmark 2: Staffing Officer

Point rating 295

Level PE-02

Context

Organizational Dimensions	Linear Organizational Chart
<p>The regional establishment comprises 1,000 person-years (1,250 positions) allocated to a regional office and 19 outside locations.</p> <p>Over 80% of positions are allocated to the administrative support and the operational categories, for which Manpower Canada is exclusively used in outside recruiting.</p> <p>Staffing of non-delegated levels, as well as inter-regional transfers and promotions, are administered by departmental headquarters staff.</p>	<p>Director, Regional Personnel Services (PE-05)</p> <ul style="list-style-type: none"> • Chief, Human Resources Programs (PE-03) <ul style="list-style-type: none"> ◦ BM 2 Staffing Officer (PE-02) <ul style="list-style-type: none"> ▪ CR • Chief, Compensation and Staff Relations (PE) • Adviser, Official Languages (AS)

Summary

Under the supervision of the Chief, Human Resources Section in a Regional Personnel Office, recruits, selects and appoints staff for regional establishments; assists the Public Service Commission (PSC) in staffing activities in accordance with work-sharing arrangements; advises line managers and employees on staffing and related personnel administration matters; and performs other related duties.

Duties

Recruits, selects and appoints staff for position up to the PM-04 and equivalent levels in the Administrative and Foreign Service and the Scientific and Professional categories, and to all levels in the Operational, Administrative Support and Technical categories for assignment throughout the region by:

- Reviewing staffing requests to ensure compliance with documentation requirements and administrative procedures;
- Determining the area of competition or appeal in accordance with PSC and departmental directives;
- Reviewing priority staffing lists, candidate inventories, transfer requests and referrals from Manpower Canada offices;

- Convening and chairing selection boards, and preparing associated rating plans and board reports;
- Initiating term and acting appointments in accordance with prescribed procedures;
- Preparing letters of offer, notifications of competition results and appeal notices; and
- Arranging for reimbursement of travel and related expenses of candidates.

Assists the PSC in the conduct of open competitions in accordance with work-sharing arrangements by:

- Providing the Commission with pertinent job data;
- Discussing departmental staffing requirements with Commission staffing officers;
- Reviewing applicant inventories;
- Participating in the recruiting program for university and technological institute graduates; and
- Participating in selection boards, or recommending departmental officials as board members.

Advises line managers and employees on staffing and related personnel administration matters, to promote understanding and support of staffing principles and objectives, and to resolve concerns regarding staffing procedures and career opportunities by:

- Interpreting and explaining the intent of staffing policies, regulations and directives;
- Discussing alternative courses of action to meet staffing requirements of line managers; and
- Identifying current and prospective vacancies for benefit of interested employees, and advising them on qualification requirements and training and developmental opportunities.

Performs other duties such as attending appeal board hearings as a witness or as the departmental representative; reviewing applications, resumes and other information from unsolicited sources, and preparing replies to ministerial and other enquiries pertaining to staffing.

Knowledge**Degree: 2****Points:
100**

The work requires a knowledge of staffing principles and practices, as well as a good knowledge of interviewing techniques, and of the organizational and program structures of the department. The work also requires knowledge of the essential features, such as qualification requirements, sources and availability, of the major occupational groups in the regional establishment. Experience is required in interviewing and selecting personnel, and in communicating effectively with senior officials, employees and members of the public.

Decision making**Degree:
A2****Points:
135**

The work involves assessment and referral of candidates for entry level and term appointments in the Operational and the Administrative Support categories, and the administration of staffing programs for promotions, transfers and acting appointments to positions at junior and intermediate levels throughout the region. Decisions and recommendations affect the timeliness and quality of regional staffing services. Departmental and PSC directives, policies and regulations cover most situations; assistance and advice are readily available from superiors and headquarters advisers.

Managerial responsibility**Degree: 1****Points:
60**

Selection of competitive processes and advertising methods, authorization of candidates' expenses and commitment of the department to an offer of employment result in the expenditure of funds. Recommendations to managers influence the selection of candidates, the timing of promotions and the implementation of career development programs. The work requires obtaining the co-operation and assistance of managers in establishing qualification requirements and participating in selection processes. The work also involves supervision of a clerical assistant and occasional supervision of staffing trainees.

Benchmark 3: Personnel Officer, District Office

Point rating 292

Level PE-02

Context

Organizational Dimensions	Linear Organizational Chart
<p>The establishment of the district office comprises 125 person-years (151 positions).</p> <p>Apart from the District Manager (PM-05) and seven subordinate manager positions (five PM, one AS, and one PE), all positions are allocated to the CR and ST occupational groups.</p> <p>Classification authority is limited to the PM-02 and equivalent levels, with most positions covered by generic descriptions, and requiring headquarters authorization for modifications in duties, responsibilities or factor ratings.</p> <p>Staffing responsibilities include promotion and acting appointment of district office employees, and term appointments of casual employees referred by Manpower Canada, to positions at groups and levels in the administrative support category.</p> <p>Consultations with bargaining agents are conducted at regional headquarters.</p>	<p>Regional Personnel Manager (functional supervision for BM 3)</p> <ul style="list-style-type: none">• District Manager (PM)<ul style="list-style-type: none">◦ BM 3 Personnel Officer (PE-02)<ul style="list-style-type: none">▪ CR (2)

Summary

Under the direction of the District Manager, and the functional supervision of the Regional Personnel Manager, administers personnel programs and services in a District Office; advises managers and employees on personnel matters; and performs other related duties.

Duties

Administers personnel programs and services for a District Office to ensure compliance with departmental and central agency policies and regulations by:

- Initiating classification, acting pay and appointment actions within delegated authority, and referring non-delegated actions to regional headquarters
- Convening and chairing selection boards for internal competitions;
- Maintaining liaison with local Manpower offices to obtain referrals of qualified candidates for casual employment and screening applicants for referral;
- Establishing and maintaining inventories of applicants for transfers, promotions, and training and development programs;
- Coordinating performance review and appraisal programs;
- Informing District Office staff of changes to benefit options and entitlements, subscription procedures and related matters;
- Ensuring implementation of revisions to pay rates and payroll deductions are accurate and timely;
- Acknowledging receipt of staff relations and classification grievances, and drafting associated reports and recommendations for benefit of District Office and regional management;
- Drafting District Office proposals and reports relating to personnel administration matters for inclusion in departmental management reviews and main estimates submissions; and
- Assigning and supervising the work of clerical support staff.

Advises managers and employees on the interpretation and application of regulations, policies and directives, pay and benefits entitlements and options, career opportunities and related matters to ensure understanding and support of personnel policies and programs and the efficient and effective use of human resources by:

- Reviewing manuals, directives, and precedents, and consulting with regional headquarters colleagues;
- Interviewing employees and supervisors to clarify issues of mutual concern or disagreement;
- Establishing and maintaining liaison with local social and counseling services, and referring employees requiring assistance;
- Informing employees of employment benefits and career opportunities;
- Participating in District Office management committee meetings; and
- Recommending corrective and disciplinary actions to managers.

Performs other related duties, such as drafting reports, memoranda and correspondence, assisting in regional selection boards and classification committees, and participating in regional and PSC recruitment programs in local secondary schools and community colleges.

Knowledge

Degree: 2

Points:

100

The work requires a knowledge of the principles and practices of staffing, classification, staff relations and pay administration. The work also requires a knowledge of departmental organization and program structures, and of District Office operations and requirements for personnel services. Experience is required in administering classification and staffing procedures, in advising managers and employees, in interpreting collective agreements and in drafting correspondence, reports and memoranda.

Decision making

Degree:

Points:

B1

132

The work involves administering staffing, classification and personnel services programs for the District Office, and provision of associated information and advice to managers and employees. Delegated staffing and classification authorities are limited to junior levels. Most problems and situations encountered are covered by departmental and central agency policies, directives and guidelines. Advice and assistance are readily available from specialist staff at regional headquarters. Recommendations are made to the District Manager and to the Regional Personnel Manager on the administration of personnel services, staffing and classification of positions, and the resolution of staff relations problems.

Managerial responsibility

Degree: 1

Points:

60

Classification and staffing actions commit the District Office to pay list expenditures. Recommendations on assignment, training and discipline can affect the morale and productivity of staff. The work requires obtaining the assistance and co-operation of managers, maintaining liaison with

community agencies, and collaboration with colleagues at regional headquarters. The work also requires the supervision and training of assigned clerical support staff.

Benchmark 4: Personnel Adviser, Small Agency

Point rating 404

Level PE-02

Context

Organizational Dimensions	Linear Organizational Chart
<p>The agency comprises 100 person-years (107 positions), all of which are located in the National Capital Region.</p> <p>Four occupational groups are predominant (CR, ES, SI and PM), with the remaining 23 positions allocated to the management category and seven other groups.</p> <p>Budgetary responsibilities, other than payroll, total \$15,000, primarily for staff training and casual employment.</p> <p>Delegated staffing authority is limited to appointments in the administrative support and operational categories; classification services are provided by the Treasury Board of Canada Secretariat (TBS).</p>	<p>Chairman (GIC)</p> <ul style="list-style-type: none"> • Director, Administrative Services (AS) <ul style="list-style-type: none"> ◦ BM 4 Personnel Adviser (PE-03) <ul style="list-style-type: none"> ▪ CR (2)

Summary

Under the direction of the Director, Administrative Services, administers personnel programs and services in a small agency; advises managers and employees on the interpretation and administration of policies and regulations pertaining to personnel administration; and performs other related duties.

Duties

Administers personnel programs and services for an autonomous agency, to ensure compliance with legislative provisions and service-wide policies governing personnel administration by:

- Administering recruitment and staffing programs for all positions in the Operational and Administrative Support categories;
- Drafting submissions, and consulting with Treasury Board officials, on classification requirements;
- Consulting with representatives of staff associations on matters of mutual interest and concern;
- Administering official languages programs for the agency; evaluating training and development needs, identifying appropriate sources, arranging for enrollment or assignment of agency employees, and administering training budgets for the agency;
- Evaluating training and development needs, identifying appropriate sources, arranging for enrollment or assignment of agency employees, and administering training budgets for the agency;
- Drafting and distributing agency policies and directives pertaining to personnel administration;
- Maintaining an awareness of service-wide initiatives and priorities in such areas as Student Employment, Affirmative Action, Quality of Work Life and Occupational Health and Safety and adapting agency programs and procedures to meet government objectives; and
- Drafting, for senior management approval, annual budgets, human resource plans and program proposals for incorporation into estimates submission, management forecasts, reports and submissions to central agencies.

Advises managers and employees on the interpretation and administration of personnel policies and regulations, including the provisions of collective agreements and compendia, to promote understanding and support for personnel programs, and to ensure the involvement of line managers in personnel administration by:

- Participating in management committee meetings as an adviser on matters pertaining to personnel administration;
- Reviewing precedents, and consulting with colleagues in central agencies, to develop information and advice in response to employee complaints and in the disposition of grievances;

- Drafting and distributing notices and circulars on central agency directives, new programs, amendments to pay and benefits provisions, and related matters; and
- Informing employees of career opportunities, and responding to enquiries regarding staffing and classification procedures, benefits entitlements and agency policies and procedures pertaining to personnel administration.

Performs other related duties, such as representing the agency in conferences and inter-departmental committees on personnel matters, supervising and training subordinate support staff, and drafting correspondence, memoranda and reports.

Knowledge

Degree: 2

Points:

100

The work requires a knowledge of the principles, legislative provisions, policies and procedures governing personnel administration and official languages programs in the Public Service, and training in staffing and classification. Experience is required in dealing with senior officials, central agencies and staff association representatives, in advising managers and employees on personnel matters, and in drafting reports and memoranda for senior officials. Experience is also required in drafting policy statements, directives and work plans, and in supervising and training subordinate staff.

Decision making

Degree:

Points:

C1

184

The work involves the administration of personnel programs in a small agency. Decisions and recommendations affect the quality and effectiveness of personnel programs, and the perceptions of managers and employees on the timeliness and efficiency of personnel services. Advice and recommendations to senior officials influence the classification and staffing of positions, the availability of training and career opportunities, and the climate of employer-employee relations. Delegated staffing authorities are limited to junior and intermediate levels. Advice, assistance and direction are readily available from superiors and central agencies.

Managerial responsibility

Degree: 2

Points:

120

Staffing, pay and classification actions, administration of training budgets, and the interpretation of allowance and benefits provisions, commit the agency to the expenditure of funds. Advice and recommendations on the training, development and assignment of employees, and on organization structures, can influence expenditures as well as the efficiency of agency programs. The work requires obtaining the assistance and co-operation of managers and central agencies, and supervising and training subordinate clerical staff.

Benchmark 5: Staff Training and Development Officer

Point rating 332

Level PE-03

Context

Organizational Dimensions	Linear Organizational Chart
<p>The department comprises 8,000 person-years (8,300 positions) in headquarters and five regions, with all but 870 positions allocated to the administrative support category, and to junior and intermediate levels of the administrative and foreign service category.</p> <p>Approximately 500 employees per year participate in departmental training programs, at an annual cost of \$260,000.</p> <p>While training is centrally administered from departmental headquarters, courses are given at both headquarters and regional locations.</p> <p>Courses cover such topics as supervising skills, performance appraisal, budget preparation, position classification, report writing and office equipment operation, as well as orientation and pre-retirement programs.</p> <p>Training and development programs are administered by a staff of six Staff Training and Development Officers.</p>	<p>Director, Human Resources Programs (SM)</p> <ul style="list-style-type: none">• Chief, Training and Development (PE-05)<ul style="list-style-type: none">◦ BM 5 Staff Training and Development Officer (PE-03)

Summary

Under the supervision of the Chief, Staff Training and Development, plans, coordinates and presents a variety of departmental training courses; participates in course development and evaluation projects; administers educational assistance and external training and development programs; and performs other related duties.

Duties

Plans, coordinates and presents administrative, occupational orientation and pre-retirement training courses at headquarters and regional locations to improve employee effectiveness and productivity and to ensure departmental capabilities to meet operational and service objectives by:

- Identifying and analyzing training needs and course objectives in collaboration with colleagues and line managers;
- Developing, selecting or adapting training modules and drafting lecture, workshop and study plans;
- Arranging for departmental and outside resource persons to participate in training course;
- Identifying and confirming course participants, and arranging for travel, accommodation and course facilities; and
- Participating as a coordinator, lecturer or discussion leader in courses and workshop sessions.

Participates in course development and training evaluation projects, to ensure that departmental training programs meet employee needs and operational requirements in an effective and economical manner by:

- Reviewing operational plans with managers to identify emerging requirements for new skills or introduction of new procedures;
- Conferring with colleagues in central agencies and other departments, and with representatives of training services, educational institutions and equipment suppliers to determine the availability, suitability and costs of outside programs and resources;
- Drafting detailed outlines of lecture plans, workshop topics and training modules, and proposals for the use of resource persons, training aids and outside services;

- Surveying previous course participants and managers for suggestions on amendments or inclusions to training courses; and
- Discussing performance appraisals and productivity statistics with managers to determine the effectiveness of skills training.

Administers educational assistance and career development programs for assigned areas of the department, to encourage awareness of training and development opportunities and to ensure that expenditures and nominations are in accord with central agency directives and departmental policies by:

- Periodically circulating notices of departmental and outside training and development courses of potential interest to employees;
- Informing managers and employees of entitlements, sources, costs, availability and admission requirements of training, educational assistance and career development programs;
- Reviewing and approving applications for reimbursement of educational fees up to \$200, to ensure compliance with departmental policy and the availability of funds; and
- Drafting Treasury Board submissions for allowances to employees on educational leave, and recommendations to the PSC on candidates for training and career development programs.

Performs other related duties, such as coordinating departmental conferences and seminars, maintaining inventories of outside training services, resource persons and applicants for training and development programs, and attending conferences and seminars.

Knowledge

Degree: 3

Points:

140

The work requires a good knowledge of the theory and techniques associated with human resources development, adult education and occupational skills training, as well as a knowledge of the techniques used to determine training needs and evaluate courses. Knowledge is also required of central agency training programs and resources, as well as the regulations governing entitlements to in-service and outside training and educational assistance. The work also requires an appreciation of

departmental program objectives and training requirements, as well as familiarity with sources of technical or specialized assistance for the design and conduct of administrative, managerial and occupational training programs. Experience is required in developing, conducting and coordinating training programs and courses, in evaluating alternative training methods and in adapting methods, techniques and training programs to departmental and participant requirements.

Decision making **Degree: B1** **Points: 13**

The work involves determining the type and level of training and development required, developing courses to meet these requirements, selecting course participants and resource personnel and making recommendations on the utilization of courses available outside the department. Judgment is required in evaluating the effectiveness of courses and in recommending adjustments indicated by such evaluation. Decisions and recommendations affect the performance of trainees and have a long-term, cumulative effect on the efficiency of departmental operations.

Managerial responsibility **Degree: 1** **Points: 60**

Decisions to approve reimbursements of course fees, and recommendations on the use of outside resource persons, lead to commitment of departmental funds. Co-operation and assistance of departmental managers and colleagues in central agencies and other departments is required to implement training courses, obtain qualified resources persons, and arrange for the assignment of employees to outside courses and development programs.

Benchmark 6: Regional Staff Relations Adviser

Point rating 335

Level PE-03

Context

Organizational Dimensions	Linear Organizational Chart
<p>The region comprises approximately 1,500 person-years (1,607 positions) allocated to regional headquarters, four district offices and 11 sub-offices.</p> <p>Personnel generalists in each district administer personnel programs for district and sub-offices.</p> <p>Employees are covered by 15 collective agreements and compendia, and are predominantly allocated to positions in the operational, administrative support and the administrative and foreign service categories.</p> <p>All bargaining units are represented by the Public Service Alliance of Canada.</p>	<p>Regional Director General (EX-02)</p> <ul style="list-style-type: none"> • Regional Personnel Manager (PE-05) <ul style="list-style-type: none"> ◦ BM 6 Regional Staff Relations Adviser (PE-03) • Head, Classification and Pay Services (PE) • Head, Staffing and Human Resources Programs (PE)

Summary

Under the supervision of the Regional Personnel Manager, provides advice on the interpretation and administration of collective agreements and compendia and related policies and directives covering regional employees; consults with staff association representatives on matters of mutual interest; assists in the resolution of complaints, grievances and disciplinary matters; and performs other related duties.

Duties

Advises managers and colleagues on the interpretation and administration of collective agreements and compendia, conflict of interest guidelines, codes of discipline and occupational health and safety directives to ensure the equitable and consistent administration of policies and provision in these areas, and compliance with departmental and central agency directives by:

- Discussing problems and concerns with managers and personnel specialists;
- Reviewing records of interpretations, grievances and adjudication decisions, and consulting with colleagues at headquarters and in other departments;
- Conducting briefing sessions on provisions of collective agreements and compendia;

- Drafting and circulating summaries of interpretive guidelines, adjudication decisions and headquarters directives; and
- Providing written and verbal interpretations of policies, directives and provisions of agreements and compendia in light of regional operational and program considerations.

Conducts a regional consultation program with employee representatives to facilitate employer-employee communications and to identify and discuss matters of mutual interest and concern by:

- Drafting agenda for monthly consultation meetings in collaboration with employee representatives, and circulating agenda for comments or suggestions by regional managers;
- Arranging for the attendance of senior regional officials at consultation meetings, and providing briefings on matters to be discussed;
- Drafting minutes of meetings and written responses to issues raised by employee representatives for approval by superiors;
- Referring issues beyond local authority, and those not resolved in regional consultations, to headquarters; and
- Holding informal discussions with staff association representatives, employees and managers at district and local offices.

Assists managers in the resolution of complaints, grievances and disciplinary matters to ensure regional responses conform to departmental and central agency policies and guidelines, and are perceived as equitable and consistent by employees and their representatives by:

- Conducting or arranging for on-site investigations to clarify issues and establish the facts of each case;
- Advising managers on the nature and level of disciplinary sanctions available, extenuating circumstances, and departmental precedents;
- Assisting managers in drafting replies to grievances and complaints;
- Arranging for the transmission of grievances to successive regional and headquarters steps in the grievance procedure; and
- Drafting briefing reports and memoranda on grievances for use by senior managers and departmental representatives in final level grievance and adjudication proceedings.

Performs other related duties, such as preparing exclusion proposals for regional employees, assisting in the co-ordination of regional responses to work stoppages, surveying managers for opinions and suggestions on collective bargaining issues, participating in regional training programs, conferences and seminars and supervising assigned support staff.

Knowledge

Degree: 2

Points:

100

The work requires a sound knowledge of legislation, policies and directives governing the administration of staff relations programs, and of the provision of collective agreements and compendia covering regional employees. The work also requires a good knowledge of regional programs and activities, and a good appreciation of the impact of the provisions of collective agreements and compendia on the assignment and utilization of regional staffs. Experience is required in dealing with employee representatives, providing advice to managers, investigating disputes and drafting associated reports, memoranda and correspondence.

Decision making

Degree:

Points:

A2

135

The work involves the administration of regional staff relations programs, and the provision of associated advice and information to managers and personnel administrators. Decisions and recommendations influence the positions adopted by regional management in the interpretation and application of collective agreements and compendia, consultations with employee representatives, and the administration of discipline. Most situations are covered by precedents, guidelines or directives, and advice is available from superior and headquarters specialists.

Managerial responsibility

Degree: 2

Points:

120

Interpretations of collective agreement provisions dealing with pay and allowances matters influence the assignment of regional staff and the scheduling of activities. Recommendations on staff discipline and issues raised in consultations affect employer-employee relations throughout the

region. The work requires establishing and maintaining harmonious working relationships with representatives of staff associations, and obtaining the co-operation and support of managers in the administration of staff relations programs.

Benchmark 7: Head, Classification Audit, Training and Grievances

Point rating 487

Level PE-04

Context

Organizational Dimensions	Linear Organizational Chart
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Organizational Dimensions	Linear Organizational Chart
<p>The department comprises 4,000 person-years (4,700 positions), with positions allocated to 37 occupational groups and sub-groups in all categories.</p> <p>Classification authority up to the AS-05 and equivalent levels is delegated to accredited personnel in seven regional and 23 district offices.</p> <p>Committees are widely used in the evaluation of positions.</p> <p>Approximately 15% of encumbered positions are audited, and 200 employees trained in position classification, annually.</p> <p>Performance appraisal of personnel administrators is centrally coordinated, and audit findings are considered in these evaluations.</p> <p>The incumbent supervises four personnel administrators and two clerks, and administers an annual budget of \$250,000 inclusive of pay list costs.</p>	<p>Regional Director General, Personnel (EX-02)</p> <ul style="list-style-type: none"> • Director, Classification and Organization (PE-06) <ul style="list-style-type: none"> ◦ BM-07 Head, Classification Audit, Training and Grievances (PE-04) <ul style="list-style-type: none"> ▪ Audit and Training Coordinator (PE-03) ▪ Audit and Grievances Coordinator (PE-03) ▪ Classification Adviser (PE-02) ▪ Classification Adviser (PE-02) ▪ CR (2) • Head, Classification Operations • Head, Organization Analysis and Special Projects

Summary

Under the direction of the Director, Classification and Organization, plans, directs and co-ordinates audits of position classifications in headquarters and regional locations; plans, develops and implements departmental training courses in position classification; administers departmental classification grievance procedures; and performs other related duties.

Duties

Plans, directs and co-ordinates audits of position classification programs in headquarters and regional locations, to ensure compliance with departmental and Treasury Board policies and directives and the equitable and consistent interpretation and application of classification standards by:

- Developing work plans and audit schedules, based on random samplings of positions and requests from superiors and Treasury Board for reviews of classification procedures, trends or decisions in specific occupational groups or organizational components;
- Selecting and assigning subordinate staff and classification specialists from other units to audit teams;
- Briefing auditors on audit objectives and procedures;
- Reviewing audit reports to establish the degree of coincidence between position descriptions and observed duties and responsibilities, the quality and completeness of classification documentation, and the effectiveness of classification procedures; and
- Drafting or approving reports to superiors on audit findings, and recommendations on remedial actions, procedural changes or amendments to delegated classification authorities.

Plans, develops and implements departmental training courses in position classification for managers and personnel administrators to establish understanding and support for classification programs and to ensure that orientation and internship programs for personnel administrators meet central agency specifications by:

- Establishing training objectives and determining course content in conjunction with training and development specialists;
- Arranging for the services of qualified resource persons;
- Presenting lectures, demonstrations and workshops;
- Consulting with course participants, colleagues and senior management for suggestions on course content or presentation;
- Monitoring and coordinating internship assignments to ensure trainees receive appropriate supervision and exposure to classification activities; and
- Sponsoring proposals to Treasury Board for the accreditation of classification specialists.

Administers the departmental classification grievance procedure, to ensure the equitable and timely resolution of disputes, and compliance with Treasury Board directives by:

- Confirming the validity of the grievance, and the currency and accuracy of position documentation, in accordance with established procedures;
- Notifying Treasury Board of the grievance, and arranging for Treasury Board representation on the grievance committee;
- Compiling and forwarding required documentation to Treasury Board for the disposition of grievances at non-delegated levels;
- Convening and chairing grievance boards, and drafting board reports and recommendations for benefits of the Deputy Head or a nominee; and
- Drafting notices of grievance decisions for signature by the Deputy Head or a nominee.

Performs other related duties, such as monitoring the delegation of classification authorities within the department, participating in projects relating to the development and implementation of policies and procedures pertaining to position classification, participating in performance appraisals of classification specialists, directing the activities of the division in the absence of the Director, and supervising and training subordinate staff.

Knowledge

Degree: 4

Points:

180

The work requires a thorough knowledge of the legislative provisions, policies and procedures governing position classification in the Public Service. It also requires a good knowledge of sampling techniques, audit procedures and the organization and program structures of the department. Experience is required in position classification, program planning and coordination, development and implementation of training programs and presentation of reports to senior officials. Experience is also required in establishing effective working relationships to obtain co-operation in audits and acceptance of audit findings.

Decision making

Degree:

Points:

B2

187

The work involves planning and coordinating classification audit and training programs, and administering the departmental classification grievance process. Judgment is required in the design and conduct of classification audits and the interpretation of audit findings. Judgment is also required in the design and presentation of training programs to meet the needs of participants in implementing departmental classification programs. Decisions and recommendations affect the validity and reliability of classification audits, and influence departmental policies and procedures in position classification. Decisions and recommendations also affect the quality and effectiveness of classification training programs. Recommendations on audit and training matters are made to superiors; recommendations on the disposition of classification grievances are made to the Deputy Head or a nominee.

Managerial responsibility

Degree: 2

**Points:
120**

The work requires planning, coordinating and conducting classification audit and training programs and administering the departmental classification grievance process within assigned budgetary and resource allocations. Recommendations for changes in classification policies, procedures or delegation practices, and for changes to the allocation, classification or evaluation of positions can have significant impact on classification programs and pay list costs. Co-operation and support of managers and colleagues are required in the conduct of audit and classification training programs and the administration of the classification grievance process. Supervision and training are provided to four personnel administrators and two clerks.

Benchmark 8: Regional Personnel Manager

Point rating 444

Level PE-04

Context

Organizational Dimensions	Linear Organizational Chart
<p>The regional establishment comprises 650 person-years (710 positions) allocated to 63 locations in three provinces.</p> <p>Regional programs require continuous operations in most locations, and extensive use is made of casual and acting appointments to maintain service capabilities.</p> <p>Positions are predominantly allocated to the technical and the operational categories; all employees are represented by a single bargaining agent.</p> <p>Staffing and classification authorities are delegated to the AS-05 level and equivalents; most positions are generic, and require headquarters approval for modification of duties or factor ratings.</p> <p>The regional office staff comprises two subordinate personnel generalists and four clerks; personnel services in field locations are administered by clerical personnel.</p>	<p>Director General, Personnel (EX) (line direction for Director, Personnel Operations) / Regional Director General (EX) (line direction for BM 8)</p> <ul style="list-style-type: none"> • Director, Personnel Operations (SM) 14 regions (functional direction for BM 8 and line direction for Chief and Coordinator positions) <ul style="list-style-type: none"> ◦ BM 8 Regional Personnel Manager (PE-04) ◦ Chief, Headquarters Personnel Services (PE) ◦ Coordinator, Regional Programs and Procedures (PE)

Summary

Under the direction of the Regional Director General, and the functional direction of the Director, Personnel Operations, plans, coordinates and implements regional personnel and official languages programs; advises managers on the interpretation and application of policies, regulations and directives, and the resolution of personnel problems; represents the Regional Director General in dealing with educational institutions and community organizations; and performs other related duties.

Duties

Plans, coordinates and implements personnel and official languages programs for a widely dispersed regional establishment, to ensure compliance with departmental and central agency policies and directives, and the effective utilization and development of human resources by:

- Establishing annual work plans, activities forecasts and priorities in conjunction with regional managers and headquarters colleagues;
- Directing and conducting classification reviews, staffing competitions and employer-employee consultations;
- Reviewing all grievances, complaints and appeals, and conducting or directing associated investigations;
- Ensuring performance appraisals, staffing inventories, training and development plans, and human resource planning activities are completed in accordance with established procedures;
- Establishing language requirements of positions, and scheduling language training of employees;
- Initiating work-sharing and consultation programs with local PSC and Manpower Canada representatives, and colleagues in other departments;
- Adapting activities and procedures to meet regional requirements and conditions; and
- Assigning, training and appraising subordinate staff.

Advises managers throughout the region on the interpretation and application of policies, regulations, directives, collective agreements and compendia, and in the resolution of personnel problems, to ensure management participation in the administration of personnel programs, and the consistent and equitable administration of personnel policies by:

- Regularly participating in Regional Management Committee meeting as an adviser on personnel matters;
- Visiting regional establishments to discuss problems and concerns with managers and employees, and to develop a knowledge of local conditions;
- Researching precedents, interpretations and directives applicable to the resolution of regional problems;

- Consulting with colleagues in headquarters on matters having department-wide implications, or for which there are no local precedents;
- Arranging for the referral of employees to outside counseling or community services;
- Evaluating alternative courses of action in disciplinary cases, and recommending sanctions consistent with departmental policies and established procedures; and
- Drafting and distributing directives and instructions on matters pertaining to personnel administration.

Represents the Regional Director General in dealing with educational institutions and community organizations, to promote employment interest in the department, to elicit co-operation and support in the achievement of Affirmative Action objectives and to ensure the availability of counseling and welfare services to employees by:

- Meeting with officials and representatives of local governments to discuss the impact of departmental programs and activities on employment opportunities in their communities;
- Establishing and maintaining liaison with public health officials and volunteer organizations;
- Participating, with PSC representatives in recruiting and career information programs directed to secondary and post-secondary institutions; and
- Meeting with representatives of minority groups and indigenous organizations to exchange information on regional Affirmative Action and Indigenous Participation programs.

Performs other related duties, such as evaluating personnel programs, activities and procedures for benefit of headquarters colleagues, participating in conferences and seminars, assisting colleagues in other departments in the conduct of staffing competitions and classification reviews, and drafting reports, memoranda and correspondence.

Knowledge

Degree: 3

Points:

140

The work requires training and experience in classification and staffing, and a good knowledge of the provisions of legislation, regulations, policies and directives governing the administration of personnel programs and services. The work also requires a good knowledge of the provisions of collective agreements and compendia covering regional employees, and of the organizational and program structures of the department. A good knowledge of sources and availability of qualified personnel, and of community and social services available to employees throughout the region, is also required. Experience is required in administering personnel programs and services, and in establishing and maintaining effective working relationships with managers, employee representatives and officials of civic, provincial and public organizations. Experience is also required in planning and supervising the work of subordinate staff.

Decision making

Degree: C1 **Points: 184**

The work involves administering a full range of personnel programs and services for a small but widely dispersed regional organization. Decisions and recommendations primarily relate to the staffing of positions, the interpretation and application of the provisions of collective agreements and the resolution of employee grievances and complaints. Decisions affect the quality and timeliness of personnel services provided to managers and employees throughout the region. Recommendations influence the assignment of regional staff and the resolution of grievances and disciplinary matters. Activities undertaken as a representative of the Regional Director General influence public perceptions of the department as an employer. Advice, assistance and direction are available from specialist staffs at departmental headquarters.

Managerial responsibility

Degree: 2 **Points: 120**

The work requires planning and directing regional programs and activities in personnel administration within assigned budgetary and resource limitations. Staffing and classification actions commit the department to pay list expenditures. Recommendations and advice influence the organization

and assignment of regional personnel, and the interpretation and application of pay and benefits provisions, collective agreements and compendia. The work requires supervision and training of subordinate staff, and direction of regional staff in the preparation of pay documents, performance appraisals and other material related to the administration of personnel programs.

Benchmark 9: Regional Manager, Staffing and Human Resources Programs

Point rating 447

Level PE-04

Context

Organizational Dimensions	Linear Organizational Chart
<p>The regional establishment consists of 1,420 person-years (1,675 positions) allocated to regional headquarters and 103 outside locations.</p> <p>Personnel advisers are located in nine district Offices, as well as regional headquarters, with each district Office providing personnel services to an assigned number of locations.</p> <p>Regional programs are predominantly associated with resource management and scientific research activities, and employ large numbers of scientists, technicians, students and casual laborers.</p> <p>The region has been delegated authority by the PSC for the recruiting and appointment of scientific and technical personnel, and actively participates in work-sharing programs for the recruitment of Indigenous persons and Francophones in technical and professional (scientific) occupations.</p> <p>The position supervises three PE and four clerical positions.</p>	<p>Regional Director General (EX_</p> <ul style="list-style-type: none"> • Regional Director, Personnel (PE) <ul style="list-style-type: none"> ◦ BM 9 Regional Manager, Staffing and Human Resources Programs (PE-04) ◦ Clerk Typist ◦ Staffing and HR Officers (3 PEs) ◦ Staffing Assistants (3 CRs) ◦ Personnel Advisors, District Officers (9 PEs)

Summary

Under the direction of the Regional Director, Personnel, plans, supervises and coordinates regional staffing, training, employee assistance and human resources planning programs; represents the region in outside recruiting activities; advises managers and employees on staffing, training and career management matters; and performs other related duties.

Duties

Plans, supervises and coordinates regional staffing, training, employee assistance and human resources planning programs to ensure compliance with departmental and central agency policies and directives, to provide the effective recruitment, assignment and development of human resources, and to provide appropriate career opportunities to regional employees by:

- Establishing and monitoring annual work plans and objectives for subordinates in regional headquarters and personnel advisers assigned to other regional locations;
- Establishing and maintaining liaison with PSC and Employment and Immigration Canada officials;
- Ensuring staffing inventories of outside candidates and regional employees interested in transfers, promotion and training are established and maintained;
- Administering annual performance appraisal programs for regional employees;
- Directing and participating in the completion of human resource, training and staffing plans for regional establishments;
- Establishing regional goals and objectives for Affirmative Action and Indigenous Employment programs, in conjunction with managers and personnel advisors;
- Reviewing requests and recommendations for training and developmental assignments, authorizing reimbursement of course costs in accordance with established procedures, and referring proposals beyond regional authorities to headquarters;
- Representing the region in staffing appeals and investigations;
- Coordinating the establishment of priority staffing lists and the implementation of priority appointments within the region; and

- Assigning, training and supervising subordinate staff, and providing functional supervision to personnel advisers in other regional locations.

Represents the region in the recruitment of scientific and technical personnel and the administration of indigenous employment programs under work-sharing agreements with the PSC, to ensure the availability of qualified personnel and to enhance the participation of indigenous and francophone in regional programs by:

- Establishing and maintaining working relationships with post-secondary educational institutions, indigenous groups and officials of Indigenous and Northern Affairs Canada and the PSC to identify qualified candidates;
- Convening and participating in conferences, information seminars and selection boards; and
- Initiating casual and indeterminate appointments, and arranging for reimbursement of salaries, expenses and person-years in accordance with procedures established for special recruitment programs.

Advises managers and employees on staffing, training and career development matters to ensure understanding and support of policies, programs and procedures, and to promote the development of regional employees and the enhancement of career prospects by:

- Regularly conferring with managers on staffing requirements, strategies and priorities;
- Circulating notices of departmental training and development programs, and educational programs available within the region;
- Informing managers and employees of entitlements, requirements and procedures for educational and training assistance and enrollment in career development programs;
- Drafting recommendations and submissions for the assignment of regional employees to PSC career development and training programs, and for leave without pay for educational purposes; and
- Advising employees on opportunities for transfer or promotion within the department, including the availability of openings in headquarters and other regional locations.

Performs other related duties, such as administering regional assignments under the Special Assignment Pay Plan, participating in conferences, seminars and training programs, drafting reports, memoranda and correspondence associated with assigned responsibilities, and replacing the Regional Director, Personnel during periods of absence.

Knowledge

Degree: 3

Points:

140

The work requires a thorough knowledge of the legislation, regulations, policies and procedures governing recruiting and staffing, and a good knowledge of departmental programs, policies and procedures in human resource planning, training and development and employee assistance. The work also requires a good knowledge of regional operations and programs, and of sources and availability of personnel. Experience is required in the administration and conduct of staffing programs, in presenting departmental and regional employment and career development programs in an attractive and informative manner, and in dealing effectively with managers, employees, officials of other departments and outside agencies, and members of the public. Experience is also required in supervising subordinate staff, and in providing interpretations and explanations of regulations and procedures for implementation by personnel generalists and administrative personnel.

Decision making

Degree:

Points:

B2

187

The work involves the planning and implementation of regional staffing programs, and the administering of associated recruiting, training, career development, and human resources planning activities. Judgment is required in the establishment of staffing priorities, control of selection processes and procedures and the conduct of outside recruiting activities. Decisions and recommendations affect the efficiency and timeliness of regional staffing services, and the effectiveness of affirmative action, recruitment and career management programs within the region. Conduct of outside recruiting activities influences the perceptions of target groups

on employment and career opportunities in the department and the Public Service. Recommendations are made to the Regional Director, Personnel and to functional superiors at headquarters.

Managerial responsibility

Degree: 2

Points:

120

The work requires planning, coordinating and supervising staffing programs and activities for a widely dispersed region. Staffing actions commit the department to pay list expenditures and advice to managers on the conduct of competitions and the assignment of personnel affects the timeliness and effectiveness of staffing services. The work requires obtaining the cooperation and assistance of managers, colleagues in other departments and officials of outside agencies. The work also requires supervision and training of subordinate staff, and participation in performance appraisals of District Personnel Advisers.

Benchmark 10: Coordinator, Affirmative Action

Point rating 599

Level PE-05

Context

Organizational Dimensions	Linear Organizational Chart
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Organizational Dimensions	Linear Organizational Chart
<p>The departmental establishment consists of 11,500 person-years (12,600 positions) allocated to headquarters and five regional establishments.</p> <p>Affirmative action programs are receiving strong support from senior management in the department, which is seriously underrepresented in all target groups.</p> <p>Over 70% of departmental employees are represented by a single staff association component, which has taken an active and militant interest in staff deployment, career development and employment opportunities.</p> <p>Most positions are allocated to five occupational groups in the operational and the administrative and foreign services categories, and extensive use is made of work-sharing arrangements with the PSC for recruitment in regional locations.</p> <p>Organizations representing target groups have been active in all regions, and maintain close and continuing liaison with the department. In addition, departmental programs and activities impact on large numbers of the general public, and consequently receive considerable attention from local and national media.</p> <p>In addition, departmental programs and activities impact on large numbers of the general public, and consequently receive considerable attention from local and national media</p> <p>Affirmative action programs are administered by personnel officers in regional locations; the Coordinator's staff at headquarters comprises two PE, one AS and three CR positions.</p>	<p>Deputy Minister (GIC)</p> <ul style="list-style-type: none"> • Director General, Personnel (EX) <ul style="list-style-type: none"> ◦ BM 10 Coordinator, Affirmative Action (PE-05)

Summary

Under the direction of the Director General, Personnel, plans, develops and coordinates departmental policies and programs designed to improve entry and promotion opportunities for women, indigenous, francophone, persons with disabilities and members of ethnic minorities; advises personnel specialists and managers on the achievement of affirmative action

objectives; represents the department in dealings with central agencies and outside organizations on affirmative action issues; and performs other related duties.

Duties

Plans, develops and coordinates departmental policies and programs designed to improve entry and promotion opportunities for women, indigenous, francophone, the handicapped and members of ethnic minorities and to ensure compliance with legislative requirements and Public Service policies pertaining to affirmative action by:

- Conducting and coordinating reviews of central agency directives and departmental policies and procedures;
- Identifying systemic and other impediments to the achievement of affirmative action objectives;
- Consulting with managers and personnel specialists in the department, and with colleagues in central agencies and other organizations, in the development of appropriate courses of action;
- Developing and presenting reports and recommendations to regional, branch and corporate management committees to obtain authorization and support for program initiatives;
- Monitoring the progress and effectiveness of activities;
- Preparing annual departmental action plans and associated reports for submission to central agencies; and
- Administering a communications program on affirmative action matters, consisting of monthly newsletters, circulars, conferences and seminars directed to departmental employees and managers in regional and headquarters organizations.

Advises departmental personnel specialists and managers on the development and implementation of action plans for the achievement of affirmative action objectives, to ensure that objectives are realistic and consistent with departmental and Public Service policies by:

- Developing and maintaining a continuing awareness of trends and development in affirmative action programs, and their current and potential implications for departmental operations;

- Reviewing and commenting on proposed policies and programs, including submissions to central agencies and Cabinet, for affirmative action implications;
- Establishing annual work plans with managers, and maintaining continuing liaison on the resolution of problems and clarification of issues; and
- Participating, as required, as an adviser to management committees and departmental project groups.

Represents the department in dealings with central agencies, other departments and outside organizations on affirmative action issues, to ensure that departmental programs and policies are effectively represented and favorably perceived by:

- Attending meetings and conferences on affirmative action issues;
- Maintaining liaison with central agency officials to present departmental positions and undertake commitments on behalf of departmental superiors;
- Corresponding with colleagues in other departments, other levels of government and private sector organizations on matters of mutual interest;
- Drafting replies to public and media enquiries, and parliamentary questions on matters pertaining to affirmative action issues; and
- Meeting with representatives of target groups to explain and discuss departmental programs, and to elicit suggestions and support.

Performs other related duties, such as supervising and training subordinate staff and affirmative action advisors in regional organizations, participating as a resource person in departmental training and orientation programs, and conducting special projects and studies.

Knowledge

Degree: 4

Points:

180

The work requires an extensive knowledge of affirmative action issues, and of recruitment, staffing, promotion and staff development programs and practices in the Public Service. The work also requires a thorough knowledge of legislation, regulations and policies bearing on affirmative

action and human rights issues in the Public Service, and of the needs, aspirations and resources of target groups such as women, francophone, indigenous, the handicapped and members of ethnic minorities. In addition, a good knowledge of departmental organization and program structures and an appreciation of operational and administrative objectives are also required. Experience is required in the development and implementation of policies and programs, the direction and coordination of activities, and in establishing and maintaining harmonious and effective working relationships with senior officials of own and other departments, central agencies and outside organizations.

Decision making	Degree: C2	Points: 239
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The work involves the review and evaluation of a wide variety of policies, programs and procedures in light of affirmative action issues, and developing new or modified approaches for the achievement of affirmative action objectives. Decisions and recommendations directly influence the content and implementation of departmental staffing and employee development programs, and influence the determination of workforce requirements and implementation schedules of operational and administrative programs. Commitments to central agencies obligate the department to courses of action, and recommendations contribute to the development of service-wide policies and objectives, relating to affirmative action issues. Recommendations to departmental management influence departmental responses to affirmative action issues and the achievement of related objectives. Advice and recommendations on affirmative action are regarded as authoritative by the department.

Managerial responsibility	Degree: 3	Points: 180
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The work involves administering departmental affirmative action programs, and coordinating regional activities associated with those programs. Decisions and recommendations directly affect the conduct, cost and timeliness of staffing and employee development programs, and influence relations between the department and target groups. The work also involves

the administration of budgets associated with the conduct of, and participation in, seminars and conferences; engagement of consultants and outside resources; and the operations of the office of the Coordinator. The work requires the supervision, training and appraisal of subordinate staff engaged in the implementation of affirmative action programs.

Benchmark 11: Chief, Staff Training and Development

Point rating 602

Level PE-05

Context

Organizational Dimensions	Linear Organizational Chart
<p>The department consists of 4,700 person-years (5,090 positions) allocated to headquarters and five regional establishments.</p> <p>The department has a high proportion of employees allocated to the professional and scientific category, the technical category and the operational category, and over half of the annual staff training and development budget of \$800,000 is spent on educational assistance and professional development activities, notably post-secondary education and attendance at professional and technical conferences.</p> <p>In-house training programs include orientation, supervising skills, staff relations, position classification, budget preparation, program planning and operation of work processing equipment.</p> <p>Training and development budgets and programs are centrally administered, and departmental courses are provided in both headquarters and regional locations.</p> <p>The Staff Training and Development Section consists of four training officers, one administrative officer and three support positions.</p>	<p>Director General, Personnel (EX)</p> <ul style="list-style-type: none"> • Director, Human Resources Management (EX) <ul style="list-style-type: none"> ◦ BM 11 Chief, Staff Training and Development (PE-05)

Summary

Under the direction of the Director, Human Resource Management, plans and directs the design, development and implementation of departmental staff training and development programs; directs and coordinates assessments of departmental training programs and services; advises senior management on the implementation of training and development programs; and performs other related duties.

Duties

Plans and directs the design, development and implementation of departmental staff training and development programs to ensure the acquisition and retention of required skills by employees, and the use of effective and economical means to achieve training and development objectives by:

- Consulting with managers, and colleagues in the Human Resources Planning Section and central agencies, to identify anticipated skills requirements, recruitment difficulties and alternative sources of training for departmental personnel;
- Developing departmental policies and guidelines on staff training and development, including eligibility and cost criteria for educational assistance programs;
- Developing and maintaining registries of outside sources and facilities providing training appropriate to departmental requirements;
- Establishing annual training plans with regional and headquarters management personnel, and monitoring training programs and activities;
- Chairing the departmental Training Policy Committee, and referring committee recommendations on amendments to training and development policies and nominations for participants in educational leave and PSC development programs for senior management approval;
- Maintaining liaison with Treasury Board and PSC on training and development matters;
- Participating in, and directing, the development and delivery of a variety of in-house training and development programs;

- Directing and monitoring the administration of departmental training and development budgets and the purchase of texts, training aids and equipment for use in headquarters and regional programs; and
- Drafting reports, forecasts and analysis on departmental training and development programs for benefit of senior departmental management and central agencies.

Directs and coordinates ongoing assessments and reviews of departmental training programs and views, to ensure training and development needs are being met in a timely, efficient and economical manner by:

- Surveying participants and managers for suggestions on improvements to course content and affirmative methods and sources of training;
- Periodically contacting community colleges, universities and other sources of training in the National Capital Region and regional location to determine the availability and costs of alternative training programs;
- Maintaining liaison with colleagues in other departments and central agencies to exchange information on outside training resources; and
- Investigating innovations in training methods, training aids and techniques for possible applications to departmental programs.

Advises senior management at headquarters and regional levels on the implementation of programs and the achievement of training and development objectives, to ensure the effective use of available resources and accommodation of operational requirements by:

- Surveying sources of required training and developing alternate schedules and courses combinations to meet program, participant availability and cost requirements;
- Developing and presenting analyses and comparisons of in-house and outside programs to assist, make or buy decisions;
- Periodically reviewing progress towards training and development objectives and assisting managers in developing or amending action plans; and
- Presenting periodic reports to senior departmental management on training and development programs, including recommendations for improvements or changes.

Performs other related duties, such as training and supervising subordinate staff, participating in conferences and seminars, and undertaking special studies and projects related to departmental staff training and development programs.

Knowledge

Degree: 4

Points:

180

The work requires a thorough knowledge of the principles, methods and techniques employed in staff training and development, and of Public Service and outside resources and facilities available to meet departmental training and development needs. The work also requires a good knowledge of Public Services policies and programs relating to staff training and development, and of departmental organizational and program structures, operational objectives and staff requirements.

Experience is required in planning, developing and administering training and development programs, and in dealing with senior management in coordinating and implementing such programs. Experience is also required in the evaluation and assessment of alternative training and development programs, in selecting and utilizing resource personnel and outside services, and in supervising and training subordinate staff.

Decision making

Degree:

Points:

B2

242

The work involves the planning, direction and coordination of departmental staff training and development programs. Decisions are made on the training, scope and content of departmental training programs, on the selection and use of training aids and equipment, and on the provision of assistance to departmental personnel seeking advanced academic, technological or other training. Recommendations are made on the content and administration of departmental staff training and development policies, and on the use of outside resources and services. Decisions and recommendations have a long-term effect on the efficiency of departmental operations, and influence departmental capabilities to respond to changing technologies and operating requirements.

Managerial responsibility

Degree: 3

Points:

180

The work requires the planning, coordination and administration of staff training and development expenditures of approximately \$800,000 annually, and the supervision and training of subordinate staff. Recommendations are made on the engagement and use of outside training resources and facilities, and the design, content and scheduling of departmental training programs. Assistance and cooperation of managers is required in establishing and implementing training and development plans, and in obtaining resource personnel for in-house programs. Decisions and recommendations influence the effectiveness of departmental training programs, and the consequent efficiency and productivity of personnel.

Benchmark 12: Chief, Compensation and Staff Relations

Point rating 599

Level PE-05

Context

Organizational Dimensions	Linear Organizational Chart
<p>The department consists of 1,100 person-years (1,180 positions) located in headquarters and five regional offices.</p> <p>Regional establishments range in size from ten to 30 person-years; all personnel administration programs are centralized in headquarters.</p> <p>The workforce comprises 23 occupational groups and sub-groups in all categories, represented by three bargaining agents.</p> <p>The department is the predominant employer of several highly specialized occupations which pose unique problems in the interpretation and administration of position classification standards and collective agreements.</p> <p>The Compensation and Staff Relations Section comprises four PE, one AS and seven CR positions.</p>	<p>ADM, Management Services (EX)</p> <ul style="list-style-type: none">• Director of Personnel (EX)<ul style="list-style-type: none">◦ BM 12 Chief, Compensation and Staff Relations (PE-05)◦ Chief, Human Resources Management (PE)◦ Chief, Official Languages (AS)

Summary

Under the direction of the Director of Personnel, plans, directs and implements departmental programs and activities in position classification, pay and benefits administration and staff relations; advises managers in the interpretation of policies and the resolution of problems; represents the department in dealings with central agencies and staff associations; and performs other related duties.

Duties

Plans, directs and implements departmental programs and activities in position classification, pay and benefits administration and staff relations, to ensure compliance with Public Service and departmental policies and objectives, and to provide required services in an effective and efficient manner by:

- Regularly consulting with managers and supervisors to identify service requirements and establish operating priorities;
- Developing and monitoring annual work plans, objectives and budgets;
- Coordinating and participating in the evaluation and classification of positions in all categories;
- Coordinating annual performance and merit pay reviews;
- Providing or obtaining interpretations and direction in the implementation of pay and benefits provisions;
- Reviewing or developing responses to employee grievances and complaints;
- Administering and monitoring assignments under the Special Assignment and Pay Plan (SAPP);
- Monitoring and developing departmental policies and procedures in the administration of classification, pay and benefits and staff relations programs; and
- Participating in the design and implementation of training programs for managers and personnel specialists.

Advises managers in the interpretation of policies and the resolution of problems associated with assigned areas of responsibility, to ensure a consistent and equitable approach to the administration of classification, pay and benefits and staff relations programs by:

- Consulting with colleagues in other departments and central agencies to obtain information on trends, development and alternative solutions to problems;
- Directing or participating in the analysis of problems referred by managers and the development of suggestions and alternatives for their resolution;
- Interpreting Public Service and departmental policies and directives, including the provisions of collective agreements and classification standards, in light of operational or administrative considerations; and
- Drafting and circulating newsletters, circulars and reports to provide managers with information and direction on the interpretation and administration of policies and procedures.

Represents the department in dealings with central agencies and staff associations to ensure departmental interests and requirements are recognized in the development and implementation of service-wide policies and programs, and to promote effective working relationships with employee representatives by:

- Coordinating the drafting and submission of classification proposals for positions in non-delegated groups and levels, and arranging for or providing presentations in support of such proposals;
- Participating in inter-departmental project groups and committees on matters related to assigned responsibilities;
- Chairing or participating in departmental management-employee consultations with representatives of bargaining units; and
- Drafting reports and correspondence on departmental activities, responses to bargaining demands, suggestions in the amendment of classification standards, and related matters.

Performs other related duties, such as training and supervising subordinate staff, attending or participating in conferences and training programs and participating in special projects and studies with departmental colleagues.

Knowledge**Degree: 4****Points:****180**

The work requires a thorough knowledge of policies and procedures relating to the administration and implementation of position classification, and staff relations programs and a good understanding of those pertaining to the administration of pay and benefits programs. The work also requires a good knowledge of departmental organizational and program structures, and of the interpretations of personnel administration specialties and their impact on the achievement of managerial and operational objectives.

Experience is required in the planning, direction and implementation of classification, pay and staff relations programs, in dealing with managers, employees and employee representatives on complex and sensitive issues, and in maintaining effective working relationships with colleagues in own and other departments and central agencies.

Decision making**Degree:****Points:****C2****239**

The work involves the planning, direction and implementation of departmental policies and programs in position classification, staff relations and *pay* and benefits administration. Initiative and judgment are required in interpreting and adopting the provisions of classification standards, collective agreements and compendia to meet both departmental requirements and priorities, and requirements for consistency with service-wide practice. Decisions and recommendations affect the consistency and equity of classification and pay structures across the department, and the effectiveness of departmental administration of delegated authorities in these areas. Decisions and recommendations on the interpretation and administration of collective agreements and compendia, and the administration of disciplinary policies, influence employer-employees relations throughout the department, and the perceptions of employees and employee representatives of the department as an employer.

Managerial responsibility**Degree: 3****Points:****180**

The work involves the development and implementation of policies and programs in position classification, staff relations and pay and benefits administration which influence departmental pay list expenditures. The work requires close cooperation with managers in the administration of position classification and staff relations programs, and representing the department in dealings with staff associations and central agencies. Administration of divisional programs, activities and benefits, and the supervision and training of subordinate staff are also required. Recommendations on the implementation of policies and procedures, and the development of Section priorities and work plans, are referred to the Director of Personnel.

Benchmark 13: Regional Personnel Director

Point rating 694

Level PE-06

Context

Organizational Dimensions	Linear Organizational Chart
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Organizational Dimensions	Linear Organizational Chart
<p>The regional establishment comprises 2,700 person-years, (3,100 positions) allocated to regional headquarters, seven major (200 to 300 person-years) and 16 smaller (five to 15 person-years) locations.</p> <p>Personnel advisors are assigned to major locations. Staffing and classification authorities to the AS-07 and equivalent levels are delegated to the region; a limited proportion (25%) of regional positions are covered by generic position descriptions requiring headquarters approval for modifications in content or factor ratings.</p> <p>Major locations operate on a continuing basis, requiring extensive use of term and acting appointments, and of transfers, to maintain operational capabilities.</p> <p>The department is actively committed to Affirmative Action and Indigenous Employment programs and close liaison is maintained at regional levels with the PSC and community organizations. Most regional employees are represented by a single bargaining agent, and staff relations programs are characterized by active and militant employee representation, and a high incidence of grievances, complaints and disciplinary actions.</p> <p>Most regional employees are represented by a single bargaining agent, and staff relations programs are characterized by active and militant employee representation, and a high incidence of grievances, complaints and disciplinary actions.</p> <p>Close collaboration with other regions and headquarters is required in the administration of collective agreements and the resolution of disciplinary matters.</p> <p>Subordinate staff at regional headquarters includes 11 officer and 15 clerical positions; functional supervision is also provided to nine officer and 13 clerical positions throughout the region.</p>	<p>Director General, Personnel (EX) Functional direction for benchmark 13 / Regional Director General (EX) Line direction for benchmark 13</p> <ul style="list-style-type: none"> • BM 13 Regional Director, Personnel (PE-06) <ul style="list-style-type: none"> ◦ Head, Classification and Pay (PE) ◦ Head, Staff Relations (PE) ◦ Head, Human Resourcing (PE) ◦ Head, Official Languages (AS) ◦ Regional Personnel Administrators (9)

Summary

Under the direction of the Regional Director General, and the functional direction of the Director General, Personnel, plans, directs and coordinates a full range of delegated personnel programs in a large, decentralized region;

advises the Regional Director General and senior regional managers on the interpretation of personnel policies and directives and the administration of personnel programs; represents the Regional Director General in consultations with staff associations, grievances, investigation and appeal proceedings and in dealing with the media and outside organizations on matters pertaining to personnel administration; and performs other related duties.

Duties

Plans, directs and coordinates staffing, staff relations, classification and official languages programs, including related programs in Affirmative Action, Indigenous Employment and Occupational Health and Safety, throughout the region, to ensure compliance with departmental and service-wide policies and regulations, and the efficient administration of personnel programs and services by:

- Establishing, monitoring and adapting work plans, priorities and budgets to meet departmental objectives and service requirements of client organizations;
- Assigning and transferring staff in response to operational requirements and training and development needs;
- Establishing and monitoring performance goals and indicators, in conjunction with subordinate supervisors, and initiating appropriate action to ensure the achievement of objectives;
- Maintaining liaison with the PSC, Employment and Immigration Canada, community colleges and universities, as well as ethnic and community groups, in connection with outside recruiting programs, including those conducted under work-sharing arrangements;
- Regularly conferring with colleagues at headquarters and in other regions;
- Appraising the work of subordinate staff, including Personnel Administrators assigned throughout the region;
- Chairing regional consultation meetings with representatives of staff associations; and
- Issuing directives, guidelines and memoranda to assist regional staffs in the administration of personnel programs.

Advises the Regional Director General and senior regional managers on the interpretation of policies and directives and the administration of personnel programs, to ensure intra-departmental consistency in these matters, and to promote the effective and efficient use of human resources by:

- Participating in regional management committee meetings as an authoritative adviser on personnel management matters;
- Reviewing operational plans and proposals in light of potential pay list costs, availability of staff and related matters;
- Conducting or directing investigations of grievances, disputes and disciplinary matters, and recommending remedial actions, penalties or other management responses;
- Directing and participating in annual reviews of requirements for personnel services, including language training, and establishing implementation plans in collaboration with managers and own subordinates;
- Directing and coordinating regional responses to strikes, work stoppages and workforce reduction requirements; and
- Informing managers of existing or potential problems identified by regional personnel staffs, and recommending appropriate corrective or preventive actions.

Represents the Regional Director General during investigations and appeal proceedings, and in dealings with the media, local and provincial governments, community groups and educational institutions on matters related to personnel administration, to ensure the accurate and complete presentation of departmental views, and to promote the department and the Public Service as a career option among targeted groups in the region by:

- Chairing regional consultation sessions with staff association representatives;
- Directing and conducting departmental presentations in appeal proceedings, and coordinating departmental responses during investigations under the Public Service Employment Act and Canada Human Rights Act;

- Representing regional management, as required, in adjudication proceedings;
- Giving speeches to community and ethnic groups, and participating in recruitment and career counseling programs at post-secondary educational institutions; and
- Responding to media and public enquiries regarding such matters as employment opportunities, work stoppages and adjudication decisions.

Performs other related duties, such as directing the conduct of special surveys or studies required by departmental headquarters or central agencies, participating in departmental and other Public Service conferences, seminars and training programs, and drafting reports, memos and correspondence.

Knowledge

Degree: 5

Points:

220

The work requires an extensive knowledge of the principles, practices and techniques of personnel administration, of the legislation, regulations, and policies related to personnel activities, and of departmental operations and program objectives. The work requires a good knowledge of programs and procedures associated with each of the specialized areas of personnel administration, of the provisions of collective agreements and compendia, and of service-wide programs in such areas as employment of women, indigenous peoples and handicapped persons, and the implementation of Official Languages policies, in order to direct and coordinate activities under maximum delegation of authority from departmental headquarters. Ability to advise senior managers in matters relating to personnel administration, to adapt departmental and service-wide policies to meeting distinctive regional and local requirements, and to establish and maintain good relations with managers, employees and employee representatives is also required. Experience is required in developing and implementing personnel programs, directing and coordinating personnel services, and in developing and administering budgets.

Decision making

Degree:

Points:

C3

294

The work requires decisions and recommendations on the development and implementation of a full range of regional programs in personnel administration and official languages. Decisions and recommendations are also required on the appointment, assignment and promotion of subordinate staff, and in the resolution of problems referred by subordinates and managers.

Recommendations and advice on personnel implications of proposed programs and activities are provided by the incumbent as a member of the Regional Executive Committee, and in consultation with managers.

The department is a major employer of an occupational group to which most regional employees are allocated. Recommendations and advice to managers must take account of the effects of distinctive provisions applying to this group in such areas as shift scheduling, job rotation and employee entitlements, and have a strong influence on the design and implementation of regional programs.

Departmental and central agency policies and directives provide general guidelines, but significant judgment and initiative are required in modifying or adapting these authorities to meet regional circumstances and operational requirements. Decisions and recommendations affect all personnel activities within the region, and can have considerable significance in establishing precedents affecting departmental activities in other regions.

Managerial responsibility

Degree: 3

Points:

180

The work requires planning, organizing and directing a regional personnel program, establishing priorities and objectives to ensure the most effective utilization of staff and facilities, and providing advice and guidance to senior line managers.

The incumbent is responsible for supervising 48 employees through four section heads, assessing requirements for staff and other resources, assigning resources, setting objectives and performance criteria, directing and coordinating the work of the Staffing, Staff Relations, Classification and Official Languages Sections, and evaluating results.

The incumbent is required to adapt the organization and resource allocations of the Regional Personnel Service to meet changing needs and priorities of operational programs in the region.

Because of the labor-intensive nature of regional operations, the distinctive provisions of the collective agreement for the major occupational group, and the need to co-ordinate initiatives in personnel administration with headquarters and other regions, the incumbent is a senior member of the Regional Management Committee, and assumes the role of Chairman in the absence of the Regional Director-General.

The incumbent is also responsible for maintaining effective working relations with colleagues in other government departments and central agencies, officials of provincial governments and universities, and representatives of staff associations, community groups and ethnic organizations.

Benchmark 14: Director, Classification, Organization and Compensation

Point rating 754

Level PE-06

Context

Organizational Dimensions	Linear Organizational Chart
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Organizational Dimensions	Linear Organizational Chart
<p>The department consists of 15,600 person-years (17,100 positions) allocated to headquarters and eight regional establishments. Positions are allocated to 23 occupational groups and sub-groups in all categories, with substantial (200 or more) numbers of positions in 12 groups or sub-groups.</p> <p>The department has full delegation of classification authority, and authority for classifications up to and including the PM-05 and equivalent levels is sub-delegated to the regions. Approximately half of all positions in regional and headquarters establishment are covered by generic position descriptions, requiring corporate approval for modifications to content or factor ratings.</p> <p>The departmental management category complement consists of 250 positions, with a further 160 positions covered by performance pay regulations; the department also administers basic and supplementary SAPP quotas totaling 110 authorities. Organization review and analysis is coordinated at headquarters, with all changes in organization structures which would result in the reclassification of 25% or more of affected positions, or impact upon the content or classifications of positions at or above the PM-06 and equivalent levels, subject to corporate review and approval.</p> <p>The department is a dominant employer of positions in three occupational groups, and classification structures and practices established for these groups directly influence those adopted in other departments. Continuing liaison is maintained with Treasury Board in connection with the review, interpretation and modification of classification standards applying to these groups.</p> <p>The Classification, Organization and Compensation Division comprises twelve PE, three AS and six CR positions; functional direction is provided to 19 classification specialists and 31 pay and benefits administrators in regional locations.</p>	<p>Director General, Personnel (EX)</p> <ul style="list-style-type: none"> • BM 14 Director, Classification, Organization and Compensation (PE-06) <ul style="list-style-type: none"> ◦ Head, Special Programs (PE) ◦ Head, Operations (PE) ◦ Head, Monitoring, Training and Grievances (PE) ◦ Head, Pay Policy Interpretation (AS) ◦ (Functional direction to Regional staff)

Summary

Under the direction of the Director-General, Personnel, plans, develops and coordinates the administration of position classification, organization analysis, and pay and benefits programs; provides advice and guidance to departmental managers and regional classification specialists on classification, organization and pay matters; represents the department in dealings with central agencies; and performs other related duties.

Duties

Plans, develops and coordinates the administration of position classification, organization analysis and pay and benefits programs for the department, to ensure the consistent and equitable interpretation and application of classification standards, the establishment of viable and effective organization structures and the efficient and timely implementation of pay and benefits procedures by:

- Developing and implementing departmental policies and procedures in assigned areas of responsibility;
- Establishing divisional budgets, operating objectives and reporting systems, in consultation with subordinate supervisors;
- Reviewing and interpreting central agency policies and objectives in light of departmental operating and administrative requirements;
- Initiating the development and implementation of departmental policies and procedures, including the monitoring of headquarters and regional activities in assigned areas of responsibility;
- Administering the development and delivery of training programs for classification specialists, personnel generalists, line managers and pay and benefits administrators;
- Reviewing, evaluating or developing proposals for the classification of positions, adjustment of complements or changes in organizational structures, affecting positions at Management category and equivalent levels;
- Developing and sponsoring proposals for the establishment and classification of positions at non-delegated groups and levels;
- Controlling the utilization and allocation of Management category complement authorities, and basic and supplementary authorities established under the SAPP;

- Administering the departmental classification grievance process;
- Administering performance and merit pay reviews and the preparation of associated reports, analyses and recommendations for benefit of senior departmental management; and
- Supervising and training subordinate staff, and participating in the selection, training and evaluation of classification specialists in regional locations.

Provides advice and guidance to departmental managers and regional classification specialists on classification, organization and pay matters, to promote understanding and acceptance of policies and procedures, to ensure the timely and effective resolution of complex or contentious issues, and to assist in the development of effective and viable organization and classification structures by:

- Administering an information program consisting of newsletters, directives, seminars and conferences;
- Regularly meeting with managers, classification specialists and personnel administrators in headquarters and regional locations, to resolve work problems and to develop and maintain an appreciation of local concerns;
- Directing investigations and reviews of disputes or complaints with a view to clarifying and resolving disagreements or concerns;
- Meeting with senior managers to identify and evaluate alternative classification and organization structures, and their implications for operational and administrative effectiveness;
- Assisting, as required, in the discussions and deliberations of management committees at headquarters and regional levels where matters pertaining to assigned responsibilities are under consideration; and
- Drafting analysis, reports and submissions to Treasury Board on organization, complement, classification and pay matters.

Represents the department in dealings with Treasury Board, the PSC and Supply and Services Canada to ensure that departmental interests, views and requirements are recognized, to facilitate the exchange of information and to promote harmonious and cooperative working relationships by:

- Coordinating departmental reviews and assessments of classification standards, policies and procedures, and developing associated recommendations to Treasury Board;
- Participating in a variety of inter-departmental committees and working groups established to assist central agencies in meeting operational objectives or developing service-wide policies and procedures;
- Coordinating departmental assistance to audit, monitoring and classification grievance administration activities initiated by central agencies, negotiating action plans or other measures to implement required corrective action, and directing departmental responses to audit and monitoring observations and reports on the disposition of classification grievances;
- Directing and coordinating the implementation of new pay and benefits policies and procedures, and the resolution of associated problems with local pay offices and Supply and Services Canada; and
- Directing and coordinating departmental participation in the review and modification of classification standards for occupational groups of which the department is a major or significant employer.

Performs other related duties, such as coordinating pay and job matching studies for other levels of government, private employers and the Pay Research Bureau; participating in inter-disciplinary studies and project groups with departmental colleagues, dealing with such matters as quality of working life, staff relations and affirmative action issues; conducting studies and projects relating to assigned responsibilities for benefits of senior departmental management; and participating in outside seminars, conferences and training sessions.

Knowledge

Degree: 5

Points:

220

The work requires a thorough knowledge of the principles and techniques of job evaluation, and of the policies and procedures associated with position classification with Public Service. The work requires a good knowledge of pay and benefits administration policies and practices, of the principles of organizational analysis and design, and of departmental program structures and objectives. Extensive experience is required in the

planning, direction and implementation of position classification programs and in dealing with senior management and central agency personnel on complex and potentially contentious issues. Experience is also required in the administration and coordination of decentralized programs and activities, the preparation and control of budgets and the supervision, training and development of subordinate staff.

Decision making

Degree:
C3

Points:
294

The work involves the planning, direction and coordination of position classification, organization planning and analysis, and pay and benefits administration programs in a large, decentralized department. Initiative and judgment are required in developing and adapting policies and procedures to meet the operational and administrative requirements of the department. Decisions and recommendations affect the equity and consistency of position classification practices across the department, the effectiveness of organizational structures in contributing to the achievement of operational and administrative objectives, and the timeliness and efficiency of departmental pay and benefits administration. In respect of groups for which the department is the major employer, decisions and recommendations have service-wide influence on the classification of positions, and on the interpretation, application and amendment of classification standards. Recommendations on organizational matters, the resolution of classification grievances and the administration of merit and performance pay awards are made to the Deputy Minister.

Managerial responsibility

Degree: 4

Points:
240

The work requires the development and coordination of departmental policies and procedures, the preparation and administration of budgets, and the training, assignment, development and appraisal of subordinate staff and regional classification specialists. The work requires the cooperation and assistance of departmental managers in the adoption and implementation of classification and organization structures. Effective and harmonious working relationships with colleagues in central agencies and

other departments are required to obtain assistance and advice, and to ensure the effective representation of the department in matters of mutual interest. The incumbent represents the department in formal presentations to the TBS on the classification of positions at non-delegated levels and organization proposals affecting positions at Management category and equivalent levels, as well as in liaison with monitoring and audit reviews of position classification and pay administration programs.

Benchmark 15: Director of Personnel

Point rating 751

Level PE-06

Context

Organizational Dimensions	Linear Organizational Chart
<p>The department comprises 505 person-years (525 positions) allocated to headquarters and 10 small (six to 20 person-years) regional establishments.</p> <p>Personnel and official languages programs are centrally administered; the departmental establishment includes 19 occupational groups and sub-groups in all categories.</p> <p>Approximately one third of all positions are allocated to the professional and scientific category, or to the management category; requirements for highly qualified and specialized personnel have posed particular problems in recruitment, human resources planning, position classification and the achievement of official languages and affirmative action objectives.</p> <p>The department makes extensive use of outside consultants and service agencies. The Director of Personnel is charged with the negotiation of consulting and service contracts, including fee schedules.</p> <p>The department has full delegation in staffing and position classification, and has regular dealings with the two bargaining agents representing its employees.</p> <p>The Personnel Division comprises five PE, eight CR and two AS positions.</p>	<p>Deputy Head (GIC)</p> <ul style="list-style-type: none"> • BM 15 Director of Personnel (PE-06) <ul style="list-style-type: none"> ◦ Head, Classification and Staff Relations (PE) ◦ Head, Human Resources Programs (PE) ◦ Adviser, Official Languages (AS) ◦ Chief, Pay and Benefits Administration (AS)

Summary

Under the general direction of the Deputy Head, plans, directs and coordinates the provision of a full range of personnel and official languages services; advises departmental management on personnel management and official languages matters; represents the department in dealings with central agencies, staff associations and outside organizations; and performs other related duties.

Duties

Plans, directs and coordinates the provision of staffing, human resource planning, training and development, position classification, staff relations, pay and benefits administration and official languages services to ensure compliance with Public Service policies, satisfaction of departmental administrative and operational requirements, and the effective and efficient use of assigned resources by:

- Establishing and monitoring work plans, objectives and priorities in collaboration with departmental managers and subordinate supervisors;
- Administering divisional budgets, and assigning personnel and other resources to meet departmental requirements;
- Developing and recommending departmental policies and procedures for the approval of the Deputy Minister and senior departmental management;
- Supervising the work of subordinate supervisors and staff, and assisting in the resolution of problems;
- Establishing and monitoring internal procedures and controls;
- Identifying requirements for outside assistance, recommending the engagement of service agencies and consultants, and administering contracts;
- Preparing and submitting reports and analyses of departmental programs and division activities for benefit of senior management and central agencies; and
- Recruiting, selecting, training and developing subordinate staff and conducting and reviewing performance appraisals.

Advises departmental management on the interpretation, application and administration of policies and procedures and the resolution of problems in personnel management and official languages matters, to elicit support and co-operation in the implementation of departmental programs and the achievement of objectives, to promote effective and harmonious employer-employee relations, and to provide appropriate opportunities for career development by:

- Participating as a member and adviser in the departmental management committee, and various management committees and project groups addressing particular areas of departmental interest or concern;
- Reviewing requirements or problems referred by managers and developing recommendations on appropriate courses of action; and
- Conducting and participating in briefings and seminars, and drafting and distributing circulars and memoranda, to inform managers of new or amended policies, procedures and programs.

Represents the department in dealings with central agencies, staff associations and outside organizations to ensure departmental proposals, policies and programs are effectively presented, and to obtain and provide information on matters of mutual interest by:

- Coordinating and participating in representations to central agencies and in the preparation of submissions to Treasury Board;
- Chairing or participating in formal consultations with representatives of staff associations;
- Presenting departmental positions in classification grievances and staffing appeal proceedings, staff relations adjudications, and PSC staffing audits and investigations; and
- Maintaining correspondence and personal contacts with outside organizations such as universities, professional groups, and national associations in connection with departmental recruitment activities.

Performs other related duties, such as carrying out special projects and studies requested by the Deputy Minister or Assistant Deputy Minister, attending outside conferences, seminars and training programs, and participating in inter-departmental meetings and projects.

Knowledge**Degree: 5****Points:****220**

The work requires a thorough knowledge of principles, practices and techniques associated with personnel administration, and a broad knowledge of Public Service policies and regulations governing the administration of departmental personnel and official languages programs. The work also requires a sound appreciation of departmental objectives, priorities and programs, and of the roles and responsibilities of central agencies. Experience is required in establishing and maintaining effective working relationships with colleagues and senior officials, in planning, coordinating and implementing personnel and official languages programs, and in directing, training and developing staff.

Decision making**Degree:****Points:****D2****291**

The work involves the planning, direction and coordination of personnel and official languages programs, and the development and implementation of associated policies and procedures. Initiative and judgment are required in the development and implementation of policies, programs and procedures appropriate to departmental requirements, and consistent with service-wide practice. Decisions and recommendations affect the quality and timeliness of services provided to management and employees, and influence career opportunities, employer-employee relations and the achievement of operational and administrative objectives. Recommendations are made to senior departmental management, up to and including the Deputy Head, and are regarded as authoritative within the department.

Managerial responsibility**Degree: 4****Points:****240**

The work involves establishing objectives and priorities in departmental personnel and official languages programs, coordinating activities of subordinate staff, and controlling the allocation and use of financial, personnel and other assigned resources. Recommendations are made to senior management on the use of outside service agencies and consultants, and on the terms and fee schedules appropriate to such contracts.

Cooperation and assistance from senior management and officials of central agencies and other departments are required in the implementation of departmental programs and activities. Commitments on behalf of the department are undertaken in connection with consultations with employee associations, representations to central agencies, and negotiation of consulting and service contracts.

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