



## **Administration & Finance Division**

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**To:** Mayor and Council

**From:** Jordan Forbes, Human Resources Manager

**Date:** February 12, 2020

**Subject:** Update of Management Non-Union (MNU) Salary Administration and Benefits Policies

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### **1.0 Policy Updates**

On February 3, 2020, Council provided direction to proceed forward with making the changes to the Management Non-Union Salary Administration and Management Non-Union Benefits Policies which were proposed in the report provided to council in that meeting package. Attached, please find the amended policies.

For your reference, I have summarized the key changes which were identified in the report provided to Council for the February 3, 2020 meeting.

#### **1.1 MNU Salary Administration Policy**

The implementation methodology for year one was provided to Council on February 3 and remains unchanged. Given that the implementation is a one-time occurrence, this methodology is not included in the policy.

##### **Key Changes:**

- Update of job evaluation procedure. An internal committee will lead the process, SSAPC will provide policy and strategic direction.
- Update of policy statement regarding the differential between management and their direct reports. All supervisors will receive greater pay than their direct reports. This is the one area of change from the February 3 report, with the differential moving from 2% to 3%, but the scope of the policy statement covering base pay only. This change will provide a nominal cost savings to the Corporation and will still accomplish our stated goal.
- Update of pay band structure:
  - Move to 17 pay bands from 15.
  - Move to stepped grid system as opposed to a percentage-based system.
    - A stepped grid is more transparent for job incumbents (i.e. they can more easily understand how their wage progresses with time).
    - Provides for a steady progression throughout the band and reduces inequity between employees within pay bands.

- Steps align more effectively with our payroll system (six possible rates per band as opposed to over 1500 in some bands under the current system).
- Change to initial grid placement system criteria. Initial placement remains tied to experience in related positions.
- Change to criteria for progression through the grid. Progression continues to be tied to performance.
- Policy will be reviewed once per term of council.
- A market review of compensation rates shall be performed at least once per term of council. It has been completed for this term already.

Language to be eliminated is struck out.

## **1.2 MNU Benefits Policy**

Key Changes:

- Changes to vacation accrual language, adjusted band numbers to correspond with new structure. Allowed an accommodation for staff currently in Bands 11-14 to maintain their accrual rate if they were in bands 10-15 in the previous system (this relates to a small number of incumbents). Please note that this policy change will not lead to a change in vacation accrual rate for any staff.
- Changes to language related to disability insurance. The threshold level was changed from Band 9 to Band 11. This change will bring one position into a higher range, however, there is only a nominal marginal cost associated with this change.

Changes in the benefits policy are shown in red, with previous language struck out.

Thank you for your consideration.

Sincerely,



Jordan Forbes  
Human Resources Manager

Council approval of this report will agree to ratify the proposed updates to the Management Non-Union Salary Administration and the Management Non-Union Benefits policy.

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Management/Non-Union Salary Administration

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<b>Creation Date:</b>	October 2002
<b>Revised Date:</b>	2003, 2004, 2005, 2006, 2007, 2009, 2010, 2011, 2014, 2016, 2019, 2020
<b>Resolution Number:</b>	135
<b>Supersedes Resolution Number:</b>	628
<b>Policy Number:</b>	3.6

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#### 1. POLICY PURPOSE

To direct salary grid placement and the rates of compensation for the Corporation's Management / Non-Union employees.

#### 2. POLICY OBJECTIVES

To establish and maintain a fair and equitable method of remuneration for all Management / Non-Union employees.

To establish and maintain appropriate salary/wage differentials between supervisory and bargaining unit positions.

To maintain compliance with pay equity legislation.

#### 3. COVERAGE

All Management / Non-Union employees of the Town of Fort Frances.

#### 4. JOB EVALUATION PROCESS

##### Definitions:

List of Definitions	
Term	Definition
Appellant	The individual(s) who appeal a decision of the Job Evaluation Committee (JEC).
Consensus Decision	Occurs when everyone on a committee reaches the point where they fundamentally agree and can support a decision. Reaching a consensus decision doesn't necessarily require that every member completely agrees, simply that each member can support the decision.
Degree	The actual measurement levels within a given sub factor.
Factors and Subfactors	A <b>factor</b> is a major criterion used to measure jobs. <b>Subfactors</b> are components in a factor.
Gender Neutral	Any practice which does not discriminate on the basis of gender.
Incumbent	An employee who has been appointed to a job. Some jobs may have multiple incumbents (e.g. Lifeguard).
Job	Is made up of duties and responsibilities.
Job Analysis	The process of recording the tasks, duties, required skill, effort, responsibility and working conditions involved in the performance of that job. Job Analysis may be conducted using a variety of techniques, including but not limited to, the use of questionnaires, job descriptions, interviews, and work-site observation.
Job Description	A written description of a job including a summary of the major duties, responsibilities, job specifications, skills, and effort, and working conditions for a job.
Job Evaluation	A process which measures the relative value of jobs within the organization. This value is expressed in points.
Job Evaluation Tool	The tool used to conduct job evaluations, containing the guidelines and degree levels for each sub-factor used for evaluating a job.
Job Evaluation Committee (JEC)	The committee responsible for the evaluation of jobs. The committee consists of the Human Resources Manager, or designate, the Chief Administrative Officer, or designate, and the Treasurer, or designate, as well as an alternate member from the Management Non-Union group selected by the committee.
Majority Vote	A vote of the JEC where more than one half of the members support a given position, or motion.
New Job	A job which is added to the organization which is sufficiently different from work currently being performed in the workplace that it cannot be assigned to an existing job.
Pay Equity	Pay Equity is defined in statute in the Pay Equity Act.

Points, Weighting, and Total Points	Points are the numerical value assigned to each degree in each subfactor. Weighting is assigned to each subfactor as established by the JEC.
Position	Is a collection of duties and responsibilities assigned to one person.
Rating	The process of reviewing the related job documents using the Job Evaluation Tool and selecting the appropriate sub factor degree.
Sore-thumbing	<p>The process of comparing new rating decisions to previous rating decisions of similar, or related jobs. Comparisons may be performed on a subfactor by subfactor basis, or total points basis.</p> <p>The process helps to confirm the accuracy of job evaluation results, and helps to ensure that job evaluation results reflect a relative ranking.</p>

### **Job Evaluation:**

1. Job Evaluation is about the job, not about the person doing the job.
2. It is a means of determining the relative value of the job, it is not a means of measuring individual performance.
3. It is used to establish internal equity and maintain compliance with pay equity legislation.
4. Is a collaborative process where a committee works together to reach consensus.

### **Job Evaluation Tool:**

1. All job evaluations will be conducted using a gender-neutral job evaluation tool to ensure compliance with Pay Equity legislation.
2. All jobs will be evaluated using the same tool. The tool is appended to this policy in Appendix 'A'.

### **Job Evaluation Committee:**

1. A job evaluation committee (JEC), consisting of the Human Resources Manager, or designate, the Chief Administrative Officer, or designate, and the Treasurer, or designate shall evaluate all jobs in the Management Non-Union group.
2. An alternate member, selected by the Committee, may participate in job evaluations in the absence of a committee member. A minimum of two (2) committee members are required to conduct a job evaluation.
3. No member of the committee shall evaluate their own job.
4. Members of the committee shall apply the job evaluation tool in a consistent and gender-neutral manner and shall not favour one type of work over another or one individual over another.

## **Requirement for Job Evaluation**

Job evaluations shall be conducted in the following circumstances:

1. When a job is added to the Management Non-Union group, a job evaluation shall occur prior to its addition.
2. One year after a new job has been added, and an incumbent has been in place, the job shall be re-evaluated by the JEC.
3. When it has been mutually agreed to by the JEC that a job has substantially changed.
4. When a supervisor, or job incumbent identifies that the job duties, or the qualifications for the position, have substantially changed, they may request a job evaluation by contacting the Human Resources Manager.
  - a. If such a request is received, a copy shall be provided to each member of the JEC within 10 business days, and the JEC shall determine, by consensus, or majority vote if consensus can't be achieved, if a job evaluation is to be conducted.
  - b. If an employee, or supervisor makes a request more than one time per year, or makes a request that is baseless in nature, the JEC, at its sole discretion, may deny the request.
  - c. The Human Resources Manager, on behalf of the JEC, shall notify the party requesting the job evaluation of the JEC's decision, and shall provide a copy to the other members of the JEC, and the Unit Chair.

## **Materials to Support Job Evaluations:**

The following materials may be used to support job evaluations:

1. Current job description. The committee shall use the current job description for the job being evaluated.
2. The committee shall use the results of any current job analysis that has been conducted for the job being evaluated. Where feasible, a job analysis should be conducted prior to conducting a job evaluation. In the case of a new position where there is no incumbent, a job analysis is not required.
3. Written, or oral documentation from incumbents, or supervisors to provide additional information may be included, as required.
4. Any other reference material deemed relevant by the committee.

## **Job Analysis**

It is good practice to conduct a job analysis prior to completing a job evaluation. The Human Resources Manager and supervisor will endeavor to provide a job analysis to the JEC prior to undertaking a job evaluation, unless it is a newly created job being evaluated.

The method used to undertake job analysis shall be at the discretion of the JEC.

## **Review of Results & Sore Thumbing**

As job evaluation is to some degree, a subjective process, it is important to periodically review ratings, and undertake sore thumbing. During the job evaluation process, upon reaching consensus, the JEC shall review the agreed upon rates against existing job ratings.

## **Results of Job Evaluation**

After completion of the job evaluation, and if required, sore thumbing, the Human Resources Manager shall communicate the results of the job evaluation to the incumbent, and relevant supervisors within ten (10) business days upon completion of the job evaluation.

## **Adjustments to compensation**

Job evaluation creates a relative ranking of jobs and on occasion, the results of job evaluation will indicate that the pay band for the job will need to be changed. If this occurs, the job shall be placed in its appropriate pay band based on the scoring identified in the completed job evaluation.

If the job moves to a higher pay band, the following shall take place:

1. If the current rate of pay for the incumbent is within their new pay band, they shall maintain their rate of pay. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.
2. If the current rate of pay for the incumbent is below the rate of pay for the new pay band, their new pay rate shall be the base rate of the new pay band. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.

If the job moves to a lower pay band, the following shall take place:

1. If the current rate of pay for the incumbent is within their new pay band, they shall maintain their rate of pay. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.
2. If the current rate of pay for the incumbent is above the rate of pay for the new pay band, their wage will be frozen until such time as it aligns with their pay band.

## **Appeals**

1. The incumbent, or their supervisor, may appeal the results of a job evaluation to the JEC within thirty (30) calendar days of receiving the results of the job evaluation by submitting a request in writing to the Human Resources Manager. If the supervisor requesting the appeal is a member of the JEC, they shall recuse themselves from the appeal process, and the alternate member shall take their place.
2. The appeal request shall include the following:

- a. The reason(s) for which the appellant feels that the results of the Job Evaluation are not accurate.
  - b. The appellant must identify any ratings that they feel are inaccurate, provide what they believe to be the correct rating, and provide rationale for their rating.
  - c. The JEC shall review the appeal within thirty (30) calendar days, at a time of mutual agreement, and determine by consensus, or failing to achieve consensus, majority vote, if the appeal has merit.
  - d. If the appeal is deemed to have merit, the JEC shall review the specific ratings identified in the appeal, and reach consensus to determine what, if any, changes are required.
  - e. Once the appeal process is complete, and the JEC has reached a decision, they shall notify the appellant in writing within ten (10) business days.
3. Results of the appeal process are final. For jobs with multiple incumbents, only one appeal may be filed.

~~Job evaluation is defined as a planned process that methodically measures the value of jobs within an organization. Value is determined by a composite of skill, effort, and responsibility normally required to perform the work and the conditions under which the work is performed. Value is determined by job content, without reference to job incumbents, their gender, or the external markets. The results of job evaluation have been used to establish a wage structure for the Management / Non-Union group.~~

~~The purpose of the job evaluation process is to establish the relative values of the various positions within the organization and thereby to provide a basis for determining the rates of compensation merited by the respective position. The purpose of internal equity is to provide a consistent relationship between job value, wages and individual wage advancement within a given employee group.~~

~~The differences between pay equity and internal equity are in the scope of equitable "relationships." Pay Equity examines relationships between male and female jobs only. It asks: Which male and female jobs are similar or equal in value and should therefore be paid at the same level? An internal equity program begins by examining value relationships between jobs regardless of gender, then moves on to examine value relationships between groups of jobs; and finally to examine pay relationships between individual employees.~~

### The Salary Structure Administration Practices Committee (SSAPC)

~~The Human Resources Manager, a member of the SSAPC Committee, and the appropriate Supervisor will carry out the evaluation of all positions within the Management / Non-Union group. Upon the completion of the evaluations, the SSAPC Committee will review the completed evaluations and critically evaluate the results. Th~~

The Salary Structure Administration Practices Committee (SSAPC) will provide policy, and strategic direction regarding the following:

- Compensation, and total rewards practices for the Management / Non-Union group.



- Job evaluation practices for the Management / Non-Union group.
- Compliance with pay equity legislation.

The SSAPC will consist of the following members:

- The Chief Administrative Officer (or designate)
- Human Resources Manager
- Treasurer (or designate)
- ~~Representative of the Management / Non-Union group~~
- Two members of Council

~~Appropriate Supervisors will attend meetings of the SSAPC Committee where reviews of completed evaluations are carried out. The attendance of the Supervisor will be for clarification and information purposes only.~~

#### ~~B. Process and Responsibility~~

~~Evaluations will be undertaken by the Human Resources Manager and the appropriate Supervisor, which will, by agreement, establish a point value for every Management / Non-Union position.~~

~~Based on the point values established, the Human Resources Manager would complete the Comparative Value Listing in descending order of the points assigned to the respective positions.~~

~~The evaluation tool to be used at the date of implementation of this policy will be that which was undertaken by Trendline Consulting and which is attached hereto and forms a part of this policy.~~

#### ~~C. Appeal of Job Evaluation~~

~~Within 30 days of any evaluation of a newly created or newly changed position or of a subsequent comprehensive re-evaluation of positions, an employee may request a review of the job evaluation or of the calculations through which the point rating for that employee's position was determined. The initial review will be conducted with the Supervisors, and the Human Resources Manager.~~

~~If an agreement cannot be reached, the employee may request a review of their position with the SSAPC Committee. The SSAPC Committee shall, within 30 days of receiving a request conduct a review of the evaluation.~~

~~Within 10 days of the review of the position, the Human Resources Manager shall advise the employee in writing of the decision of the SSAPC Committee which decision shall be final and binding.~~

## **5. SETTING RATES OF COMPENSATION**

### **A. Point Bands**

~~Each position will be compensated on the basis of the band or range of point values into which the position falls. Once the total point value of the position has been determined, the Human Resources Manager will define the appropriate point band group. The point band groups have been provided below. There are fifteen (15) different groups ranging from ninety-five (95) to eight hundred and seventy four (874) points. The point band will determine the appropriate salary range.~~

Each position will be compensated on the basis of the band or range of point values into which the job falls. Once the total point value of the position has been determined, the JEC will define the appropriate point band for the job. There are seventeen (17) different groups ranging from one hundred and five (105) points at the base of Band 1 to eight hundred and twenty-five (825) points at the base of Band 17. The point band will determine the appropriate salary range.

## B. Salary Ranges

~~The point band number classifies the salary range. The salary level for each point band will be graduated according to the Performance Review Policy. The lowest step in a point band range will be 75% of the range maximum, the midpoint will be 87.5% of the range maximum, and the highest step will be 100% of the range maximum. The rates of compensation at each step in a range will be expressed as an hourly rate. (The annual salary of a position will be the product or the operative current hourly rate multiplied by the number of regular annual working hours based upon a 52-week period).~~

~~With respect to pay equity, the criteria established for modeling acceptable band variations requires that the target maximum for Band Number 3 remains greater than or equal to that of the male comparator position. The male comparator for Band Number 3 is the Parks Labourer position.~~

The point band number defines the salary range. The salary level for each point band consists of six (6) steps, with step 0 being the base of the pay band and step 5 being the maximum of the pay band.

Salary ranges shall progress in line with the annual increments identified in this policy. The rates for Step 0 and Step 5 shall be multiplied by the annual increment, and steps 1,2,3 and 4 shall be at equal increments between steps 0 and 5.

## 6. **INITIAL PLACEMENT ON COMPENSATION GRID**

Upon being hired, staff will be placed on the salary grid. Placement shall occur according to the following criteria:

1. All positions start at Step 0 unless they have significant related experience as follows:
  - a. Step 1: 5 – 10 years experience in a related job at a lower level (e.g. Supervisor, or Division Manager) with the Town of Fort Frances, or another employer.
  - b. Step 2: 5 – 10 years in a related job at the same level, or higher level (e.g. Supervisor, or Division Manager) with the Town of Fort Frances, or another employer.

- c. Step 3: 10 or more years of experience in a related job at the same level, or higher level with the Town of Fort Frances, or another employer.
- d. Placement at Step 4 or higher shall be at the discretion of the CAO, and Human Resources Manager.

The Human Resources Manager will be responsible for initial grid placement unless it is at Step 4 or higher.

Interim or casual staff will start at step 0 on the grid.

### **Definitions:**

A related job is defined as a job where the candidate would have gained experience performing a number of the key duties in the job or have obtained some or all of the required qualifications for the job.

A job at the same level is defined as a job with a similar level of responsibilities. For example, functional lead, line supervisor, superintendent, project manager, department manager, division manager. Consideration should be given to responsibilities related to supervision of staff, financial management, project management, providing functional direction, as well as other relevant factors.

A job at a higher level is defined as a job with a higher level of responsibility. For example, someone with experience as a division manager who is applying for a department manager position. Consideration should be given to responsibilities related to supervision of staff, financial management, project management, providing functional direction, as well as other relevant factors.

~~Salary Administration is a two-tier structure. As recognized on the salary range table, the minimum is 75% of the maximum and the midpoint is 87.5% of the maximum. The first tier, from 75% to 87.5%, is reserved for previous work experience upon hiring. Tier two, from 87.6% to 100% is reserved for performance. In certain instances, at the discretion of the Human Resources Manager and the CAO, a candidate may be placed beyond the midpoint. At no time shall a new employee start at a higher wage than another long-term incumbent in the same job. A long-term incumbent is defined as an employee who has served in that job in a full-time capacity for a period of three consecutive years or more.~~

~~All positions start at the minimum level unless the incumbent being hired into the position possesses previous work experience relating to the position. Previous experience is calculated as follows:~~

- ~~A. Assess 1.5 credits for each 7 years of experience in a related job with another employer, or in an unrelated job with the Town.~~
- ~~B. Asses 2 credits for each 6 years of experience in the same type of job or a job at the same level (e.g. supervisor, or senior manager) with another employer.~~

- C. ~~Assess 1.5 credits for each 7 years of experience with the Town in a related job prior to being promoted into the current position~~

~~The sum of the credits calculated for categories A through D is equated to a percent of the salary range as follows:~~

<del>5 credits or more</del>	<del>87.5%</del>	<del>(midpoint)</del>
<del>4 credits</del>	<del>85.0%</del>	
<del>3 credits</del>	<del>82.5%</del>	
<del>2 credits</del>	<del>80.0%</del>	
<del>1 credit</del>	<del>77.5%</del>	
<del>Less than 1 credit</del>	<del>75.0%</del>	<del>(Minimum)</del>

i.e. ~~Employee X has 3 years of related experience (category A), 10 years of experience in a similar job (category B), and has been with the Town for one full year in the current position (category D). The maximum in X's salary range is \$27.95 per hour. Calculation of the percent of range is therefore:~~

$$\text{---} \quad \text{---} \quad (3/7*1) + (10/6*1.25) + (1/5*1.25) = 2.76 \text{ or } 81.90\%$$

$$\text{---} \quad \$27.95 * 81.90\% = \$22.89 \text{ per hour}$$

~~The wage determined after experience is taken into account will be the employee's starting salary. Increases in compensation will not be based on tenure but will be based on a continuous performance evaluation process corresponding with the anniversary dates of individual employees.~~

~~With the exception of the Fire Chief/Community Emergency Management Coordinator. An employee holding a supervisory role shall be entitled to an effective rate of pay which is no less than 3% more than the base pay of his/her direct subordinates. This principle will direct the initial placement on the compensation grid and progression through the grid.~~

## **~~7. RESCORING OF CURRENT POSITIONS~~**

~~Over time and due to changes in responsibilities, there may be a requirement to re-evaluate current positions and the corresponding point evaluation. Once a re-evaluation is completed and there is a change to the assigned point band, the following will apply to positions where there is an active employee:~~

A. ~~If the position is scored at a lower point band, the employee will receive the same percentage at the lower point band that they were receiving at the higher point band. For example, if the employee were receiving 75% of the higher point band then the employee would now receive 75% of the lower point band. The employee will then progress through the salary range as per Section 8 below.~~

B. ~~If the position is scored at a higher point band, the employee will receive their current salary plus a 3% increase (but at no time, will the employee earn less than the minimum rate for the new point band). The employee will then progress through the salary range as per Section 8 below.~~

~~C. If the position is scored at the same point band, then the employee's salary will remain the same. The employee will then progress through the salary range as per Section 8 below.~~

## **7. PROGRESSION THROUGH PAY BAND COMPENSATION GRID**

Employees shall progress through the pay band as follows:

1. Contingent on a satisfactory performance appraisal, which must be completed by the supervisor once per year, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.
2. Casual or part time staff will be eligible to move to the next step of the pay band contingent on a satisfactory performance appraisal, and completion of one year worth of hours, which is 1820 hours for a 35 hour work week, and 2080 hours for a 40 hour work week. It is the responsibility of the supervisor, and human resources manager to follow up regarding progression for part time and casual staff.

~~Tier two involves pay for performance. After the probationary period (six months) and each subsequent year after hire, the incumbent will receive a performance appraisal enabling him/her to receive further percentage increases. The level of performance (excellent to improvement essential) will determine the amount of the percentage increase.~~

### A. Goals and Objectives of the Process

~~The goal of the performance evaluation process is to foster competence, motivation and employee satisfaction.~~

~~The objectives of the process are as follows:~~

- ~~• to establish clear and mutual understanding of expectations,~~
- ~~• to establish and maintain open and constructive dialogue,~~
- ~~• to recognize and acknowledge strengths and achievements,~~
- ~~• to identify needs and to formulate strategies to meet these, and~~
- ~~• to establish entitlement to salary increments or financial incentives.~~

### B. The Performance Review Cycle

~~The performance evaluation cycle will correspond to the individual employee's anniversary date and will consist of the following elements:~~

~~SCORING AND EVALUATION METHOD:~~

~~OVERALL ASSESSMENT OF PERFORMANCE~~

<del>E – EXCELLENT: Significantly and consistently exceeded the standard</del>	<del>5 Points</del>
<del>V – VERY GOOD: Exceeded the standard</del>	<del>4 Points</del>
<del>S – SATISFACTORY: Met the standard</del>	<del>3 Points</del>
<del>ID – IMPROVEMENT DESIRED: Did not meet the standard</del>	<del>2 Points</del>
<del>IE – IMPROVEMENT ESSENTIAL: Significantly below the standard</del>	<del>1 Point</del>
<del>N/A – NOT APPLICABLE: Component not included in everyday duties</del>	<del>N / A</del>

## **MANAGEMENT / NON-UNION SALARY PROGRESSION**

		Improvement Essential	(20%-29%)
		Improvement Desired	(30%-49%)
After 6 months	3%	Satisfactory performance or higher	(50% or higher)
After 1 year	3%	Satisfactory performance or higher	(50% or higher)
After 2 years	5%	Satisfactory performance or higher	(50% or higher)
After 3 years	4%	Very Good performance	(70%-89%)
After 4 years	2%	Very good performance	(70%-89%)
	2.5%	Excellent performance	(90%-100%)
Progression continues at 2%, or 2.5% until individual reaches the top of the salary scale.			

~~Percentage increase applies to the employee's current salary~~

## **9. POLICY REVIEW AND MAINTENANCE**

The SSAPC Committee will review this policy at least once per term of Council. The policy may be reviewed as required.

A review of market compensation rates for Management Non-Union jobs, and bargaining unit jobs shall be conducted once per term of council. The Human Resources Manager and CAO at their discretion may undertake or arrange for a market survey as required.

Once a review is completed, if changes to compensation rates, or policy are indicated, the SSAPC Committee will submit a report with recommendations to Council with respect to rates of compensation and to any other matter relating to the operation of the process. ~~The review will include but not be limited to a market comparison of the benchmark salaries, an examination of the union and non-union differential and the base compensation rates for bargaining unit salaries.~~

## **10. SALARY RANGES FOR EACH PAY BAND**

The following are the salary ranges for each pay band:

<del>1.7%</del>		2019			
		35 Hours / Week		40 Hours / Week	
Band	Point Range	Minimum	Maximum	Minimum	Maximum
1	95 to 139	\$ 27,107.12	\$ 36,143.16	\$ 30,979.56	\$ 41,306.47
2	140 to 185	\$ 31,087.66	\$ 41,449.87	\$ 35,528.75	\$ 47,371.28
3	186 to 232	\$ 35,067.18	\$ 46,756.58	\$ 40,076.77	\$ 53,436.09

4	233 to 280	\$ 38,283.95	\$ 51,045.26	\$ 43,753.08	\$ 58,337.44
5	281 to 329	\$ 42,187.19	\$ 56,250.27	\$ 48,213.94	\$ 64,286.02
6	330 to 379	\$ 46,091.46	\$ 61,455.28	\$ 52,675.95	\$ 70,234.60
7	380 to 430	\$ 49,992.67	\$ 66,657.23	\$ 57,134.48	\$ 76,179.69
8	431 to 482	\$ 53,839.98	\$ 71,784.95	\$ 61,531.41	\$ 82,039.94
9	483 to 535	\$ 57,685.26	\$ 76,912.66	\$ 65,926.01	\$ 87,900.18
10	536 to 589	\$ 61,529.52	\$ 82,040.37	\$ 70,319.45	\$ 93,760.43
11	590 to 644	\$ 65,375.81	\$ 87,168.09	\$ 74,715.21	\$ 99,620.67
12	645 to 700	\$ 69,220.07	\$ 92,293.77	\$ 79,108.65	\$ 105,478.59
13	701 to 757	\$ 73,065.35	\$ 97,421.48	\$ 83,503.25	\$ 111,338.84
14	758 to 815	\$ 76,911.64	\$ 102,549.20	\$ 87,899.02	\$ 117,199.08
15	816 to 874	\$ 80,757.94	\$ 107,676.91	\$ 92,294.78	\$ 151,840.00

1.9%		2020			
		35 Hours / Week		40 Hours / Week	
Band	Point Range	Minimum	Maximum	Minimum	Maximum
1	95 to 139	\$ 27,622.15	\$ 36,829.88	\$ 31,568.18	\$ 42,091.29
2	140 to 185	\$ 31,678.32	\$ 42,237.42	\$ 36,203.80	\$ 48,271.33
3	186 to 232	\$ 35,733.45	\$ 47,644.95	\$ 40,838.23	\$ 54,451.37
4	233 to 280	\$ 39,011.34	\$ 52,015.12	\$ 44,584.39	\$ 59,445.86
5	281 to 329	\$ 42,988.75	\$ 57,319.03	\$ 49,130.00	\$ 65,507.46
6	330 to 379	\$ 46,967.19	\$ 62,622.93	\$ 53,676.79	\$ 71,569.06
7	380 to 430	\$ 50,942.53	\$ 67,923.72	\$ 58,220.03	\$ 77,627.11
8	431 to 482	\$ 54,862.94	\$ 73,148.86	\$ 62,700.50	\$ 83,598.70
9	483 to 535	\$ 58,781.28	\$ 78,374.00	\$ 67,178.60	\$ 89,570.29
10	536 to 589	\$ 62,698.58	\$ 83,599.14	\$ 71,655.52	\$ 95,541.87
11	590 to 644	\$ 66,617.95	\$ 88,824.28	\$ 76,134.80	\$ 101,513.46
12	645 to 700	\$ 70,535.25	\$ 94,047.35	\$ 80,611.72	\$ 107,482.68
13	701 to 757	\$ 74,453.59	\$ 99,272.49	\$ 85,089.82	\$ 113,454.27
14	758 to 815	\$ 78,372.96	\$ 104,497.63	\$ 89,569.10	\$ 119,425.86
15	816 to 874	\$ 82,292.34	\$ 109,722.77	\$ 94,048.38	\$ 154,724.96

2%		2021			
		35 Hours / Week		40 Hours / Week	
Band	Point Range	Minimum	Maximum	Minimum	Maximum
1	95 to 139	\$ 28,174.60	\$ 37,566.48	\$ 32,199.54	\$ 42,933.12
2	140 to 185	\$ 32,311.89	\$ 43,082.16	\$ 36,927.87	\$ 49,236.76
3	186 to 232	\$ 36,448.12	\$ 48,597.85	\$ 41,655.00	\$ 55,540.40
4	233 to 280	\$ 39,791.57	\$ 53,055.43	\$ 45,476.08	\$ 60,634.77
5	281 to 329	\$ 43,848.53	\$ 58,465.41	\$ 50,112.60	\$ 66,817.61
6	330 to 379	\$ 47,906.54	\$ 63,875.38	\$ 54,750.33	\$ 73,000.44
7	380 to 430	\$ 51,961.38	\$ 69,282.19	\$ 59,384.43	\$ 79,179.65
8	431 to 482	\$ 55,960.20	\$ 74,611.84	\$ 63,954.51	\$ 85,270.67
9	483 to 535	\$ 59,956.90	\$ 79,941.48	\$ 68,522.17	\$ 91,361.69
10	536 to 589	\$ 63,952.55	\$ 85,271.12	\$ 73,088.63	\$ 97,452.71
11	590 to 644	\$ 67,950.31	\$ 90,600.77	\$ 77,657.50	\$ 103,543.73
12	645 to 700	\$ 71,945.96	\$ 95,928.30	\$ 82,223.95	\$ 109,632.34
13	701 to 757	\$ 75,942.66	\$ 101,257.94	\$ 86,791.61	\$ 115,723.36
14	758 to 815	\$ 79,940.42	\$ 106,587.58	\$ 91,360.48	\$ 121,814.38
15	816 to 874	\$ 83,938.18	\$ 111,917.23	\$ 95,929.35	\$ 157,819.46

2%		2022			
		35 Hours / Week		40 Hours / Week	
Band	Point Range	Minimum	Maximum	Minimum	Maximum
1	95 to 139	\$ 28,738.09	\$ 38,317.81	\$ 32,843.53	\$ 43,791.78
2	140 to 185	\$ 32,958.13	\$ 43,943.81	\$ 37,666.43	\$ 50,221.50
3	186 to 232	\$ 37,177.08	\$ 49,569.81	\$ 42,488.10	\$ 56,651.21
4	233 to 280	\$ 40,587.40	\$ 54,116.54	\$ 46,385.60	\$ 61,847.47
5	281 to 329	\$ 44,725.50	\$ 59,634.71	\$ 51,114.85	\$ 68,153.96
6	330 to 379	\$ 48,864.67	\$ 65,152.89	\$ 55,845.34	\$ 74,460.45
7	380 to 430	\$ 53,000.61	\$ 70,667.84	\$ 60,572.12	\$ 80,763.24
8	431 to 482	\$ 57,079.40	\$ 76,104.07	\$ 65,233.60	\$ 86,976.08
9	483 to 535	\$ 61,156.04	\$ 81,540.31	\$ 69,892.62	\$ 93,188.92
10	536 to 589	\$ 65,231.60	\$ 86,976.55	\$ 74,550.40	\$ 99,401.77
11	590 to 644	\$ 69,309.32	\$ 92,412.78	\$ 79,210.65	\$ 105,614.61
12	645 to 700	\$ 73,384.88	\$ 97,846.86	\$ 83,868.43	\$ 111,824.98
13	701 to 757	\$ 77,461.51	\$ 103,283.10	\$ 88,527.45	\$ 118,037.83
14	758 to 815	\$ 81,539.23	\$ 108,719.33	\$ 93,187.69	\$ 124,250.67
15	816 to 874	\$ 85,616.95	\$ 114,155.57	\$ 97,847.94	\$ 160,975.85



2020	Hourly Rate					
Band	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
1	\$ 17.30	\$ 17.92	\$ 18.42	\$ 18.81	\$ 19.13	\$ 20.40
2	\$ 18.30	\$ 19.32	\$ 20.14	\$ 20.79	\$ 21.31	\$ 23.40
3	\$ 20.40	\$ 21.42	\$ 22.24	\$ 22.89	\$ 23.41	\$ 25.50
4	\$ 22.40	\$ 23.42	\$ 24.44	\$ 25.46	\$ 26.48	\$ 27.50
5	\$ 24.50	\$ 25.52	\$ 26.54	\$ 27.56	\$ 28.58	\$ 29.60
6	\$ 24.50	\$ 25.72	\$ 26.94	\$ 28.16	\$ 29.38	\$ 30.60
7	\$ 27.50	\$ 28.72	\$ 29.94	\$ 31.16	\$ 32.38	\$ 33.60
8	\$ 29.60	\$ 31.02	\$ 32.44	\$ 33.86	\$ 35.28	\$ 36.70
9	\$ 31.60	\$ 33.02	\$ 34.44	\$ 35.86	\$ 37.28	\$ 38.70
10	\$ 34.60	\$ 36.04	\$ 37.48	\$ 38.92	\$ 40.36	\$ 41.80
11	\$ 36.70	\$ 38.32	\$ 39.94	\$ 41.56	\$ 43.18	\$ 44.80
12	\$ 39.70	\$ 41.34	\$ 42.98	\$ 44.62	\$ 46.26	\$ 47.90
13	\$ 41.80	\$ 43.64	\$ 45.11	\$ 46.29	\$ 47.23	\$ 51.00
14	\$ 44.80	\$ 46.84	\$ 48.47	\$ 49.78	\$ 50.82	\$ 55.00
15	\$ 48.90	\$ 51.14	\$ 53.38	\$ 55.62	\$ 57.86	\$ 60.10
16	\$ 53.00	\$ 55.44	\$ 57.39	\$ 58.95	\$ 60.20	\$ 65.20
17	\$ 66.00	\$ 68.00	\$ 70.00	\$ 72.00	\$ 74.00	\$ 76.00

2021	Hourly Rate (2% increase from 2020)					
Band	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
1	\$ 17.65	\$ 18.28	\$ 18.91	\$ 19.54	\$ 20.18	\$ 20.81
2	\$ 18.67	\$ 19.71	\$ 20.75	\$ 21.79	\$ 22.83	\$ 23.87
3	\$ 20.81	\$ 21.85	\$ 22.89	\$ 23.93	\$ 24.97	\$ 26.01
4	\$ 22.85	\$ 23.89	\$ 24.93	\$ 25.97	\$ 27.01	\$ 28.05
5	\$ 24.99	\$ 26.03	\$ 27.07	\$ 28.11	\$ 29.15	\$ 30.19
6	\$ 24.99	\$ 26.23	\$ 27.48	\$ 28.72	\$ 29.97	\$ 31.21
7	\$ 28.05	\$ 29.29	\$ 30.54	\$ 31.78	\$ 33.03	\$ 34.27
8	\$ 30.19	\$ 31.64	\$ 33.09	\$ 34.54	\$ 35.99	\$ 37.43
9	\$ 32.23	\$ 33.68	\$ 35.13	\$ 36.58	\$ 38.03	\$ 39.47
10	\$ 35.29	\$ 36.76	\$ 38.23	\$ 39.70	\$ 41.17	\$ 42.64
11	\$ 37.43	\$ 39.09	\$ 40.74	\$ 42.39	\$ 44.04	\$ 45.70
12	\$ 40.49	\$ 42.17	\$ 43.84	\$ 45.51	\$ 47.19	\$ 48.86
13	\$ 42.64	\$ 44.51	\$ 46.39	\$ 48.27	\$ 50.14	\$ 52.02
14	\$ 45.70	\$ 47.78	\$ 49.86	\$ 51.94	\$ 54.02	\$ 56.10
15	\$ 49.88	\$ 52.16	\$ 54.45	\$ 56.73	\$ 59.02	\$ 61.30
16	\$ 54.06	\$ 56.55	\$ 59.04	\$ 61.53	\$ 64.02	\$ 66.50
17	\$ 67.32	\$ 69.36	\$ 71.40	\$ 73.44	\$ 75.48	\$ 77.52

2022	Hourly Rate (2% increase from 2021)					
Band	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5
1	\$ 18.00	\$ 18.64	\$ 19.29	\$ 19.93	\$ 20.58	\$ 21.22
2	\$ 19.04	\$ 20.10	\$ 21.16	\$ 22.22	\$ 23.28	\$ 24.35
3	\$ 21.22	\$ 22.29	\$ 23.35	\$ 24.41	\$ 25.47	\$ 26.53
4	\$ 23.30	\$ 24.37	\$ 25.43	\$ 26.49	\$ 27.55	\$ 28.61
5	\$ 25.49	\$ 26.55	\$ 27.61	\$ 28.67	\$ 29.73	\$ 30.80
6	\$ 25.49	\$ 26.76	\$ 28.03	\$ 29.30	\$ 30.57	\$ 31.84
7	\$ 28.61	\$ 29.88	\$ 31.15	\$ 32.42	\$ 33.69	\$ 34.96
8	\$ 30.80	\$ 32.27	\$ 33.75	\$ 35.23	\$ 36.71	\$ 38.18
9	\$ 32.88	\$ 34.35	\$ 35.83	\$ 37.31	\$ 38.79	\$ 40.26
10	\$ 36.00	\$ 37.50	\$ 38.99	\$ 40.49	\$ 41.99	\$ 43.49
11	\$ 38.18	\$ 39.87	\$ 41.55	\$ 43.24	\$ 44.92	\$ 46.61
12	\$ 41.30	\$ 43.01	\$ 44.72	\$ 46.42	\$ 48.13	\$ 49.84
13	\$ 43.49	\$ 45.40	\$ 47.32	\$ 49.23	\$ 51.15	\$ 53.06
14	\$ 46.61	\$ 48.73	\$ 50.85	\$ 52.98	\$ 55.10	\$ 57.22
15	\$ 50.88	\$ 53.21	\$ 55.54	\$ 57.87	\$ 60.20	\$ 62.53
16	\$ 55.14	\$ 57.68	\$ 60.22	\$ 62.76	\$ 65.30	\$ 67.83
17	\$ 68.67	\$ 70.75	\$ 72.83	\$ 74.91	\$ 76.99	\$ 79.07

## **Schedule 'A' Job Evaluation Tool**

**TOWN OF FORT FRANCES**

**JOB EVALUATION MANUAL**

**FOR**

**MANAGEMENT NON-UNION (MNU) SALARIED POSITIONS**

**NOTES TO RATERS**  
**Skill**  
**SUB-FACTOR NO.1: Education and Training**

This sub-factor measures the level of **formal education** required to perform the job as well as requirements for **job specific licences, tickets, certificates or designations** usually acquired in addition to and after completing the required level of formal education.

Note that it is the **minimum** level of formal education required for job entry that is rated here. Formal training, education or credentials that are normally obtained after employment in a position with the municipality are to be considered in rating the Experience sub-factor. (edited Oct. 29)

**Guidelines:**

1. If the job information indicates that more than one level of formal education might be suitable (for example, a 3-year college diploma or a university degree), rate the job at the lowest, or minimum level (in this example, a 3 year college diploma)
2. A Technician diploma is generally earned over a two-year period, while a Technologist diploma is generally earned over a three year period.

**Instructions:**

1. Rate Education using Part A and record the appropriate Degree level in the Comments section of on the Evaluator's Rating Sheet.
2. Each ticket, certificate, etc. which an employee in this job is required to hold is an "add-on" to the Degree rating recorded for Part A. For example, a job which requires High school graduation (Degree 2), a Valid 'G' licence, and up-to-date computer skills would rate 3.5 Degree — (Degree 2 from Part A plus .5 for the licence and 1.0 for the computer skills). When a job requires the employee to hold more than one Certificate or Licence (for example Sewer & Water Collection and Sewer & Water Treatment) rate each certificate separately.
3. Record the total Degree rating from Part A and Part B combined in the Rating box on the Evaluator's Rating Sheet.

## DEGREE DEFINITIONS

### SUB-FACTOR NO.1: Education and Training

#### Part A: Formal Education Requirements

Degree	Definition
1	Less than high school graduation
2	High school graduation
3	Post secondary education requiring <b>up to one year</b> for completion (e.g. a one year community college program to achieve a Diploma or Certificate)
4	Post secondary education requiring <b>over one year and up to two years</b> for completion (e.g. a two year community college program leading to a Diploma)
5	Post secondary education requiring <b>up to three years</b> for completion (e.g. a three year community college program leading to a Diploma or a three year University program leading to a Bachelor of Arts Degree or B. Admin)
6	Post secondary education requiring <b>up to four years</b> for completion (e.g. a four year University program leading to a B.Sc. or H.B.Comm Degree)
7	<b>Post graduate education</b> requiring one or two years for completion (e.g. a M.Sc. or M.A. Degree)
8	Dual Masters level degrees OR PhD

#### Part B: Job Specific Licences, Tickets, Certificates & Designations

Degree Add-Ons	Definition
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0 There are no job specific licences, tickets, certificates or designations required to perform this job. All training is provided on-the-job and recognized under the Experience Factor

.5 The position requires that the employee hold a licence, ticket or certificate which is normally obtained outside the formal education requirements and which can **normally be acquired through a few hours of study combined with practical experience** (e.g. Valid 'G' Class Licence, word processing, spreadsheet or data base applications)

1.0 The position requires that the employee obtain and periodically update knowledge of computerized word processing, spreadsheet and/or database applications **normally acquired through several hours of study/training** outside training provided in the workplace through on-the-job training

1.5 The position requires that the employee hold a licence, ticket or certificate which is normally obtained outside the formal education requirements and which is **normally acquired through several weeks of study** and where practical experience is a requisite for qualification (e.g. Sewer & Water Certification, Health & Safety Certification, Ontario Roads Certificate, CBCO or BCQ, completion of Ontario Fire College program)

2.5 The position requires that the employee hold a licence, ticket, certificate or designation which is normally obtained outside the formal education requirements and which is **normally acquired through completion of a group of courses or a series of levels involving significant months of study. This degree is relevant only where** practical experience is a requisite for qualification (e.g. Journeyman's papers, AMCTO certification) OR where there is an ongoing requirement to update the knowledge associated with the licence, ticket or certificate.

4.0 The position requires that the employee hold a licence, ticket, certificate or designation which is obtained in addition to the formal education requirements, **conferred by an accredited professional body and which is acquired through completion of a group of courses or a series of levels involving significant years of study** and where practical experience is a requisite for qualification (e.g. P.Eng., CPA, CHRL)

**NOTES TO RATERS**  
**Skill**  
**SUB-FACTOR NO.2: Experience**

This sub-factor measures experience required to perform the job as indicated by **time in this job** as well as **prior experience in related jobs**.

Learning on the job is measured in terms of “compressed” time: the amount of time assessed for work experience represents the fastest structured on-the-job learning time with all non-learning periods removed. In other words, on-the-job time spent performing previously learned tasks and duties are removed from the assessment. The result is a compressed time period, rather than lapsed time. Learning time may be lengthened for jobs that include key (important) functions performed only cyclically (such as annual year-ends or duties performed only seasonally). Where proficiency in carrying out the function can be expected to require more than one cycle, it may be reasonable to rate learning time somewhat higher.

***Work experience is defined as follows:***

Field Experience:	Practical experience in a non-supervisory role. Can include progressively responsible positions in a specific vocation or field.
Supervisor Experience:	in previous work situations, having responsibilities related to some or all of the following: staff selection, work assignment based on ability and skill, performance evaluation, feedback and discipline
Senior Administration or Management Experience:	in previous work situations, having responsibilities for planning, direction and accountability for financial, material and human resources

**Instructions:**

1. Rate Part A first and record that Degree rating in the Comments section of the Evaluator's Rating Sheet.
2. If the job requires experience in addition to that rated in Part A, add either 1, 2 or 4, as appropriate, to the rating from Part A and enter the combined Degree Rating in the Rating box on the Evaluator's Rating Sheet.

## DEGREE DEFINITIONS

### SUB-FACTOR NO.2: Experience

#### PART A: Experience On-the-Job and/or in Similar or Related Work

Degree	Definition
1	Less than one month FIELD experience is required
2	More than 1 and up to 3 months FIELD experience
3	4 to 6 months FIELD experience
4	More than 6 months and up to 1 year FIELD experience
5	One to three years FIELD experience
6	Four to six years FIELD experience

#### PART B: Experience in Progressively Responsible Positions

Degree Add-Ons	Definition
1	Experience in progressively responsible positions including 1 to 3 years field experience measured in Part A, plus <b>supervisory responsibilities</b>
2	Experience in progressively responsible positions including 4 to 6 years field experience measured in Part A, plus <b>supervisory AND fiscal management responsibilities</b>
4	Experience in progressively responsible positions <b>including supervisory responsibilities AND senior administrative or management responsibilities</b>



**NOTES TO RATERS**  
**Skill**  
**Sub-Factor No. 3: Self-Direction**

This factor measures position requirements to work independently by taking appropriate decision or action in performing the normal duties of the position.

**Nature of Decision-Making:**

Decisions can be considered **Standardized** when they involve judgment of observable conditions such as assessment of correctness, sequence, accuracy, quality.

Decisions that are categorized as **Reasoned** when they involve judgment of somewhat ambiguous conditions, where an assessment will determine whether the situation or outcome is satisfactory, adequate, sufficient, appropriate or tolerable.

Decisions that are categorized as **Predictive** involve greater complexity as judgments must be made based on vague or subjective information. These assessments will involve estimation. Considerations can be characterized as assessment of likelihood, probability, and risks.

"Policies" can be internal operating or administrative policy, by-laws, resolutions, or provincial and federal statute. "Standards" can be internal work standards, professional standards, or codes which are adhered to on a province-wide or national level. All experiences in following rules, instructions, policies, procedures or standards form "precedents" for future decision making.

Review the entire job position description before rating this factor. In particular, consider the position mandate as set out under Position Summary and the procedures and policies indicated under "Direction Received ". Which standards, rules, policies or procedures set out how the work is to be done? Are there simple rules and instructions to follow or are there complex by-laws, codes or laws to conform to? Consider also the duties and responsibilities listed under each major requirement. What limits on authority to take independent action are in place? Consider all of the problem situations and emergencies which arise within the position and the frequency with which they occur. Is there a requirement for independent decision or is there a precedent, procedure or advisor immediately available to provide direction?

Consider all of the rules, procedures, policies etc., which direct the incumbent in performing the work. Do not consider advice or assistance provided to others. Direction and supervision of others are measured under Responsibility factors.

**SKILL**  
**Sub-Factor: SELF DIRECTION**

<b>Degree</b>	<b>Nature of Decision Making</b>	<b>Definition</b>
1	Generally Standardized	Employee has some choice of action within limits defined by work rules/practices or formal work procedures. Employee may make decisions on sequence or correctness of own work.
2	Occasionally Reasoned	Employee has choice of action when completing varied, recurring assignments. Employee makes decisions on quality or accuracy of own work, and in some situations makes judgements regarding exceptions to accepted standards or precedents that require direction from supervisor or others.
3	Frequently Reasoned	Employee has some choice of action within limits defined by standard or accepted work practices and formal procedures. Employee exercises independent judgment to determine which of many methods or processes are applicable in any given situation.
4	Reasoned	Employee has choice of action in achieving key responsibilities within established limits of authority. Determinations may involve analysis of technical details. Employee exercises independent judgment in selecting and interpreting factual information in relation to policy, procedure or standards. May recommend changes to approved plans or established policy in response to problems encountered.
5	Reasoned and Sometimes Predictive	Employee has choice of action in achieving key responsibilities or policy objectives within established limits of authority. Determinations may involve consideration of both technical and subjective factors. Employee generally exercises independent judgement in making operating decisions based on assessment of efficiency, budgetary considerations, resource availability and the like.
6	Occasionally Predictive	Employee has choice of action in achieving broad objectives within approved plans, organizational policies, and governing legislation/regulations. Conditions requiring decisions may be complicated by the need to consult widely or coordinate between diverse functions, programs or services. Employee exercises independent judgment in making operating decisions based on assessment and interpretation of divergent views or objectives and factual information.
7	Frequently Predictive with short-term impacts	Employee has choice of action in achieving a broad mandate within strategic organizational goals and objectives. Conditions requiring decisions are complicated by the need to consider the potential impacts of alternative courses of action in related and indirectly related functions, programs and services. Employee exercises independent judgment in recommending changes in operating plans, policies, methods or standards in response to problem situations.
8	Frequently Predictive with long-term impacts	Employee has choice of action in achieving a broad mandate for achievement of strategic goals and objectives for organization stability and development. Conditions requiring decisions are often complicated by the need to consider the organization as a whole, and to estimate consequences and risks. Employee exercises independent judgment in determining the need for and extent of internal and external input, and in assessing and interpreting divergent scenarios, views, needs or possibilities.

**NOTES TO RATERS**  
**Skill**  
**Sub-Factor No. 4: Communication Skills**

**Description & Definitions:**

This sub-factor measures job requirements to effectively interact and communicate with people both within and outside the organization. This sub-factor considers the type, importance and purpose of exchanges, and the degree of interpersonal skills required to achieve job objectives through those contacts. It also considers the communication skills inherent in hearing and effectively resolving complaints: these may be in the form of grievances or disagreements involving internal or external contacts.

Contacts may take place in person, by telephone, via text or email, or through video-conference. Written communications encompass the written word, as well as messages communicated in pictorial illustrations, video and audio recordings.

Communications may be with internal and external contacts. Internal contacts include other employees, those within the same department and those in other municipal departments or service areas, peers as well as those with greater or less job authority, and members of Council. External contacts include taxpayers, users of municipally-provided goods/services, members of the public, businesses, representatives of public-sector and government organizations, etc.

**Notes to Raters:**

1. In rating communication skills, consider who the contacts are, the purpose, scope, frequency and impact of contacts and the complexity of skills required. Rate the job based on the best fit: not all statements in the Degree description need apply.

***Remember to consider interpersonal and communication skills in terms of the typical or usual requirements of the job.***

## Sub-Factor: Communication Skills

### Degree Scale

Degree	Definition
1	<p>Communications are primarily within the organization. Incumbent most commonly communicates within own department or area.</p> <p>Exchanges involve common courtesy, effective listening and comprehension skills to enable working cooperatively with others.</p> <p>Position does not require incumbent to respond to complaints from internal or external customers.</p>
2	<p>Communications may be both within and outside of the organization. Incumbent may be first point of contact for external customers.</p> <p>Exchanges are primarily required to identify and respond to basic needs or requests such as for readily-available information of a non-technical nature.</p> <p>Tact and diplomacy may be required to deal with minor conflicts/complaints. May be expected to hear complainant out and to channel complaints to others accordingly. Generally, can refer a difficult or challenging situation to others.</p>
3	<p>Communications are most frequently with internal or with external contacts.</p> <p>Exchanges may primarily require the ability to identify needs and to provide advice, instruct, or train based on general job knowledge, or involve presentation of complicated issues or concepts. Cooperation or the coordination of efforts with contacts may be required.</p> <p>Skills of tact and diplomacy are required to secure future support, continued cooperation, avoid conflict, preserve harmony.</p> <p>Frequently must interact with contacts before a difficult or challenging situation/issue may be escalated or referred to others for resolution.</p>
4	<p>Communications are with both internal and external contacts.</p> <p>Exchanges frequently require the ability to identify and respond effectively to needs or interests that require extensive explanation based on technical or legal requirements or complex information where securing understanding or acceptance is difficult.</p> <p>Fact-finding skills or presentation of opinion, assessment or evaluation of complex material may be required. Skills to consult/achieve cooperation with others are required.</p> <p>Skills of persuasion, influencing, counseling or motivation are required to obtain the cooperation/coordination of others, or promote understanding, interest or support.</p> <p>Complaints dealt with will generally involve issues escalated by others.</p>
5	<p>Communications are with both internal and external contacts.</p> <p>Exchanges often require extensive or repeated interactions to explain, negotiate, persuade or influence individuals or groups. Exchanges may involve highly technical or complex subjects or contentious issues that are important to decision-making by others or with potentially lasting effects on relationships inside and outside the organization</p> <p>Skills of persuasion, mediation, negotiation are required to resolve disputes, avoid repetition of situations, convince and obtain support and cooperation of others.</p> <p>Complaints dealt with will generally involve the quality of goods/services provided by others.</p>

**NOTES TO RATERS**  
**EFFORT**  
**Sub-Factor No. 5: Mental Effort**

This factor measures the degree of mental effort involved in the performance of normal job duties by examining the tasks which cause stress and pressure. The frequency and duration of concentration, effect of interruptions, and the frequency of deadlines and emergencies are rated here. Consider the flow and volume of the work. The two elements measured by this factor are defined as follows :

Concentration: The effort directed at conscious thought application to information or sensory input processing as required by a single activity or task.

Time Factor: Mental strain created by schedules, timetables or completion dates set by others or brought on by the need to react or take action in crisis situations where injury, damage, or loss of lives or property is at risk.

Mental demands are set out in the position description under the heading "Effort" . Before rating the position on this factor, review the tasks and activities as presented under "General Responsibilities" within the description to ensure you have a comprehensive understanding of mental demands, their frequency and duration.

**Definitions for Degree of Concentration, Alertness and Attentiveness:**

<b>Normal</b>	Concentration, alertness or attentiveness <b>Frequently</b> required to assure <b>Completeness</b> of the work, with <b>Occasional</b> requirements to assure <b>Completeness and Accuracy</b> .
<b>Above Normal</b>	Concentration, alertness or attentiveness <b>Frequently</b> required to assure <b>Completeness and Accuracy</b> of the work, with <b>Occasional</b> requirements to assure <b>Comprehension, Accuracy or Quality</b> .
<b>High</b>	Concentration, alertness or attentiveness <b>Frequently or Constantly</b> to assure <b>Comprehension, Accuracy AND Quality</b> of the work.

**EFFORT**  
**Sub-Factor No. 5: Mental Effort**

**Degree Scale**

	<b>Duration</b>		
<b>Intensity</b>	<b>Moderate:</b> Up to 3 hours a day	<b>Prolonged:</b> Between 3 and 6 hours a day	<b>Extended:</b> More than 6 hours a day
<b>NORMAL</b> degree of concentration, alertness and attentiveness to assure completeness of the work. Task performance may be impacted by frequent interruptions.	1	2	3
<b>ABOVE NORMAL</b> degree of concentration, alertness and attentiveness to assure completeness and accuracy of the work. Task performance is impacted by frequent interruptions or deadlines imposed by others.	2	3	4
<b>HIGH</b> degree of concentration, alertness and attentiveness to assure comprehension, accuracy and quality of the work. Task performance is regularly impacted by multiple deadlines or events requiring immediate attention.	3	4	5

## EFFORT

### Sub-Factor No. 6: Physical Demands

#### NOTES TO RATERS

This factor measures the degree of physical exertion leading to fatigue involved in the performance of normal job duties. Physical demands are rated by examining the tasks which require muscular exertion and strain, and by considering the frequency, duration and variety of such demands. Muscular requirements are measured within three elements as follows:

**Muscular Exertion**: These are requirements for manual effort necessary to lift/ carry, push/ pull, climb, run, stack.

**Muscular Strain**: These are requirements to assume and hold awkward and physically taxing positions, including twisting / turning, reaching, stooping/ kneeling, crouching/ crawling, sitting, standing, walking.

**Manual Dexterity**: These are requirements for manual dexterity or motor coordination involving the simultaneous use of both limbs or of appendages as well as sensory organs. This element includes hand—eye coordination, hand—foot coordination, and hand—eye—foot coordination as used in equipment and machine operation or balancing.

Find the definition of **Intensity** that most closely describes the most frequently occurring exertion in the job. Next identify the appropriate **duration** of that level of intensity.

Evaluation of jobs that have extremely varied requirements, such as normal intensity on an average day and high intensity on some days or for some periods of time should reflect both extremes.

#### Definitions:

Intensity is defined as the level of physical demand/effort required to perform typical job-related tasks. It is measured as low, moderate, or high. How strenuous or difficult are the physical demands?

<b>Normal</b>	Ordinary physical effort. Alternating sitting/standing/walking. May require light lifting (up to 10 kg. or 22 lb. Intermittent requirements for fine hand dexterity such as keyboarding.
<b>Above Normal</b>	Above normal physical effort is required on most days. Most tasks/work days are spent sitting or standing. Moderate lifting (up to 25 kg. or 55 lb.) may be required. Keyboarding or other finger and hand movements with requirements for speed/accuracy for some part of the day.
<b>Moderately High</b>	Physical requirements routinely involve working in awkward or constrained physical positions. Frequent requirements for bending, reaching, climbing, crouching and crawling, long periods of sitting or standing without a break; or, for demonstrating sports or leading exercises. Routine job requirements include extensive keyboarding (typically associated with production word processing or high volume data entry) or moderate lifting.
<b>High</b>	On a day-to-day basis, work requires lifting, carrying, moving moderate to heavy (up to 50 kg. or 110 lbs.) objects or people. There are few opportunities to alternate work positions. Many tasks require manual dexterity and muscular strain from working in awkward positions.

Duration is the length of time that a task normally continues without relief as required (by scheduled breaks) or desired by the employee (that is, conditional on deciding to take a break). It is measured in hours.

<b>Short</b>	Up to 2 hours a day
<b>Moderate</b>	Between 2 and 4 hours a day
<b>Long</b>	More than 4 hours a day

**EFFORT**  
**Sub-Factor No. 6: Physical Demands**

**DEGREE SCALE**

<b>Degree</b>	<b>Description</b>
1	Physical effort at NORMAL intensity and of Short duration.
2	Physical effort at ABOVE NORMAL intensity of Short duration or NORMAL intensity of Moderate duration.
3	Physical effort generally at ABOVE NORMAL intensity and of Moderate duration.
4	Physical effort at MODERATELY HIGH INTENSITY and Moderate duration or ABOVE NORMAL intensity and Long duration.
5	Physical effort generally of MODERATELY HIGH INTENSITY and of Long duration Or HIGH INTENSITY and Short duration



**FACTOR: RESPONSIBILITY FOR PEOPLE**  
**SUB-FACTOR No. 7: LEADERSHIP OF OTHER EMPLOYEES**

**Notes to Raters**

This factor measures leadership of other employees in two dimensions : the degree of supervisory or “line” responsibility to supervise others, and the degree of “functional” (non-supervisory) responsibility for instructing, training , guiding, advising or directing other personnel. Supervisory responsibility involves authority to direct "what to do" where authority is associated with formal reporting structures. Functional responsibility involves authority to direct "how to do it" and authority is associated with broad or deep knowledge regarding technical, legal or governance matters important to organizational compliance and risk management. Whereas line responsibilities are most often defined by unit, department or division, functional responsibilities frequently cross into other units, departments or divisions.

All individuals who receive a wage for their contributions should be considered as “employees”. Thus, employees working full-time, part-time, seasonal, student and casual and those working on contract replacing regular workers are to be considered. Those who perform jobs as “volunteers” and who receive a stipend or honorarium for their contributions are also to be considered in rating this sub-factor.

Some positions may have both (A) line and (B) functional responsibilities, while others have functional responsibilities but no line responsibility. Rate the Nature of Responsibility in the job first. Once the best fit for Nature of Responsibility is located, identify the appropriate Scope in the table and record the Degree level. ***If a job has both line and functional responsibilities it should be rated at the Nature and Scope that will result in the highest Degree level.***

When rating this sub-factor, **Do Not** consider direction of others outside the organization, such as facility users or those employed by an external contractor.

**FACTOR: RESPONSIBILITY FOR PEOPLE**  
**SUB-FACTOR No. 7: LEADERSHIP OF OTHER EMPLOYEES**

Nature of (A) Line or (B) Functional Responsibility		Scope: How Frequently Exercised		
		Occasionally or Intermittent Basis	Seasonally or Frequently	Regular & Ongoing Basis
<b>Not Usual in job</b>				
(A)	There is normally no requirement to supervise or direct others.	1	2	3
(B)	May assist with orientation of new employees in the unit/department.			
<b>Provides work guidance</b>				
(A)	Provides task direction to other workers when assigned to do so by a superior, or Checks, reviews or inspects work of others for errors and directs correction.	2	3	4
(B)	Provides orientation to the work or workplace for new employees, including instruction/ training in common work procedures and practices.			
<b>Limited leadership of others</b>				
(A)	Provides task direction some of the time . May assist with work scheduling/ rescheduling. Checks, reviews or inspects work in progress and/or completed, and points out errors for correction. No authority to reprimand or discipline other employees.	3	4	5
(B)	Provides advice, formal training or work direction related to standard or accepted practice to those who report to another position within the unit or department. No authority to require action.			
<b>Leads at UNIT or Generalist level</b>				
(A)	Makes task and work assignments and prepares work schedules. Checks, reviews or inspects work in progress and/or completed; points out errors and ensures errors are corrected. Recommends changes of status, paid and unpaid leave, and rate changes. May reprimand or discipline and recommend discharge.	4	5	6
(B)	Provides advice, formal training or work direction related to standard or accepted practice to those who report to another position in other departments or units with responsibility for seeing that standards are met.			
<b>Leads at DEPARTMENT or Specialist level</b>				
(A)	Determines work schedules and makes task and work assignments. May be assisted in directing day to day operations by subordinates who have limited supervisory authority. Approves changes of status, paid and unpaid leave, and rate changes for subordinates and conducts disciplinary interviews and recommends discharge. May make initial response to employee grievances/ disputes and participate in selecting new employees.	5	6	7
(B)	Internal advisor on all aspects of one or more specialized fields, service or policy areas. Provides functional direction and legislative and policy interpretation across the organization with authority to require action in keeping with contractual, legal or governance matters. May be called upon from time to time to advise Council.			
<b>Leads at DIVISION or Expert level</b>				
(A)	Establishes job and department structures. Supervises a division through direct subordinates who supervise departments or units. Monitors the work of departments through review of variances and irregularities and directs corrective action. Approves changes of status, paid and unpaid leave, and rate changes for department workforce. Conducts disciplinary interviews and makes final response for the department to employee grievances/ disputes. Participates in selecting new employees.	6	7	8
(B)	Internal advisor on a broad range of areas within a specialized professional/ technical field or group of policies. Provides functional direction regarding the interpretation and application of technical, legal or governance requirements to peers and as called upon by those at higher levels, including Council.			
<b>Leads ORGANIZATION -WIDE operations or Provides Executive direction</b>				
(A)	Initiates changes in departmental and organizational structures. Supervises those who supervise whole divisions. Monitors performance of direct subordinates through review of variances and irregularities and requires justification for deviations. Makes final response to employee grievances/disputes and resolves disputes between divisions/departments.	7	8	9
(B)	Provides expert procedural, technical or professional opinion, direction or interpretation concerning a specialized field, service or policy area in terms of application, implementation or compliance to employees who officially report to another position as well as the most senior manager and Council. Interprets internal policy in relation to external policy for others and advises which procedures, methods or approach is optimum or correct.			

**DEGREE DEFINITIONS**  
**SUB-FACTOR NO. 8: Responsibility for Customer Service**

LEVEL OF RESPONSIBILITY FOR SUPPLYING PROGRAMS OR SERVICES TO CUSTOMERS		SCOPE OF RESPONSIBILITY FOR CUSTOMER SERVICE		
		(a) Primarily internal customers	(b) Primarily external customers	(c) Both internal & external customers or community-wide
<b>A</b>	Provides or <b>delivers standardized programs or services</b> to customers, or according to specific policies or procedures (e.g. provides support services, installs as per work order; accepts/rejects applications for service following established criteria)	1	2.5	3
<b>B</b>	Provides programs/services that are responsive to <b>on-demand or one-time/special request customer needs or interests</b> . (e.g. reviews available options for customer to assist in selection of most appropriate program/service, acts to prevent injury, loss of life or property, or physical impairment to customers).	2	3	4
<b>C</b>	Participates in <b>delivery or evaluation</b> of one or more programs or services. Assesses such factors as efficiency, workload, timeliness, interest, need, payment history or cost/benefit. Implements changes/improvements in program/service delivery procedures, processes or availability. (e.g. adjusts a service or makes exception to internal practices in order to meet customer needs, recommends withdrawal, discontinuation or addition of programs/services)	3	4	5
<b>D</b>	Administers or has sole responsibility for delivery of <b>a specific program or service</b> for the organization or community. Determines hours of operation or availability. Ensures user fees are collected. Accountable for quality standards. May be responsible to promote awareness/understanding/usage of program/service.	4	5	6
<b>E</b>	Administers or has sole responsibility for delivery of <b>several related programs or services</b> for the organization or community. Establishes program/service priorities in line with strategic objectives. Coordinates between internal and external programs/services. Accountable for setting and evaluating quality standards.	5	6	7
<b>F</b>	Coordinates delivery or implementation of <b>multiple municipal programs and services</b> . Determines when the programs/services supplied to customers who are in arrears or default will be withdrawn, discontinued or disconnected (i.e. has authority to make decision and order withdrawal, etc.) or when customers will be compensated for loss/injury.	6	7	8

## RESPONSIBILITY FOR DATA

### Notes to Rates

#### SUBFACTOR 9: Accountability for Information and Data

This sub-factor measures the degree of accountability for information and/or data. Information/data (ID) resources include printed, electronic and digital documents, files and taped materials. Information/data may be expressed in numbers, words, symbols, ideas or concepts in written, verbal, electronic or visual form.

Degrees within this sub-factor differentiate on the basis of the scope and level of job responsibilities. It is recognized that some jobs may have responsibilities at more than one Degree level: **jobs are to be rated using the major focus of the job as it relates to accountability for information and/or data.**

Job responsibilities may be to collect (gather, receive, compile), record (transfer, summarize, catalogue, classify, label), process (transcribe, input, duplicate, print, copy, scan, digitize, distribute), store, and retrieve materials. The sub-factor also considers responsibility for the security of sensitive or confidential information and information management systems.

#### Guidelines for Terms:

**Processing tasks** include: receiving, sorting, transcribing, editing, checking, revising, formatting, redirecting, summarizing, distributing, storing, retrieving, filing

**Coordinating tasks** include: locating, collecting, compiling, recording, processing, storing and retrieving information or data.

**Generating tasks** include analysis, interpretation and manipulation into different formations to facilitate study, evaluation or decision-making.

**Originating tasks** involve composing or creating either by adapting existing information/data or by developing new information/data

## SUBFACTOR 9: Accountability for Information and Data

Degree & Guideline	Degree Definitions	Scope		
		B1 MINOR JOB FUNCTION	B2 SIGNIFICANT JOB FUNCTION	B3 MAIN FOCUS OF JOB
<b>A1</b> <b>GATHERS/ DISSEMINATES</b>	<b>Locates, collects or compiles relevant information/data used by others for evaluation or planning purposes.</b> Collects and records new or additional information or data. May exercise discretion in selecting methods for storing/retrieving data/information efficiently. May perform associated Processing responsibilities such as summarizing, distributing, storing and retrieving information/data for reference or analysis by others. Responsible to follow policies and procedures for appropriate usage, access and maintenance of information/data. May be responsible for maintaining a collection/database of sensitive information/data.	1	2	3
<b>A2</b> <b>GENERATES</b>	<b>Generates information/data for decision-making and planning by others.</b> May gather, collect and record new information/data as a secondary focus. Analyzes, interprets or manipulates information/data into different formations suited to onward processing, study, evaluation or decision-making needs of others. May exercise some discretion in determining the scope and depth of content. Responsible to follow security protocols to avoid unauthorized access and to store/secure information/data to avoid loss. May routinely screen or verify data integrity or authorize legitimacy.	2	3	4
<b>A3</b> <b>ORIGINATES</b>	<b>Composes or creates information/data.</b> Analyzes or evaluates information/data from multiple sources to formulate comprehensive approaches to address new opportunities, complex problems, and major impending changes. May formulate supporting data and recommendations for new policies, structures or programs. Exercises discretion in determining the relevance of information/ data. Has discretion in limiting what form, manner and type of information/data may be accessed by other individuals or users. May establish appropriate access security protocols or procedures for select information/data.	3	4	5
<b>A4</b> <b>MANAGES</b>	<b>Determines what types of information are collected and retained in critical organizational management systems or is accountable for information system integration.</b> Has considerable discretion in determining what form, manner and types of information/data are collected, recorded, maintained and retained or ensuring balance/objectivity in info/data shared or disseminated. Establishes appropriate access procedures for security of sensitive/confidential information/data.	4	5	6
<b>A5</b> <b>INITIATES</b>	<b>Initiates studies, audits of internal systems and processes, or coordinates research into policy and program changes in response to critical events and evolving issues.</b> Follows trends to identify new opportunities and impending changes with flexibility to engage internal and external resources to assess potential impact and risk to the organization. Originating recommendations and solutions to complex issues and situations is a primary job focus.	5	6	7

## RESPONSIBILITY FOR DATA

### Sub-Factor No. 10: Planning & Organizational Direction

#### Notes to Raters

This factor measures the degree to which the position contributes to overall planning or forecasting for the future. Sub-factor ratings are measured in two dimensions: Level of Contribution, and Scope of Contribution.

In rating Level of Contribution, consider the involvement of the position being rated in the planning/forecasting processes which affect other positions or more broadly the municipal organization and community. Consider all of the tasks, duties and responsibilities of the position and the extent to which those facets contribute to planning and forecasting. Contributions can involve ideas, information, commentary, research, drawings, etc. Consider involvement at the group, department, organizational and committee levels and identify whether the job calls on the employee to participate as a group member or take a lead role.

In rating Scope of Contribution, consider the depth and breadth of job involvement in planning and forecasting. Assess the job in terms of minor, significant or major focus.

Minor contributions/Limited impact can include:

Significant contributions & impact can include:

Major contributions can include:

Where the position being rated has involvement in various scheduling/ planning or forecasting activities, rate the position according to the activity with the most significant contribution or broadest impact among the position responsibilities.

Review the entire position description before rating this factor.

Do not consider goals or objectives which affect only this position: this is evaluated under Self-Direction. Do not consider work scheduling activities which relate to Leadership responsibilities: these contributions are evaluated under Leadership of Other Employees.

# RESPONSIBILITY FOR INFORMATION/DATA

## Notes to Rates

### SUBFACTOR 10: Planning and Organization Direction

Guideline	Contribution Level	SCOPE OF CONTRIBUTIONS Planning and Forecasting Inputs		
		(a) MINOR JOB FUNCTION AND LIMITED IMPACT ON OVERALL PLANNING	(b) SIGNIFICANT JOB FUNCTION AND IMPACT ON OVERALL PLANNING	(c) MAIN FOCUS OF JOB: MAJOR IMPACT ON OVERALL PLANNING
<b>A</b> PARTICIPATES AT DEPARTMENT LEVEL	<b>Participates through project teams or work groups</b> in developing schedules, programs, policies, plans, budgets or forecasts for <b>implementation of department initiatives.</b>	1	2	3
<b>B</b> PARTICIPATES AT DIVISION LEVEL	<b>Participates through project or work teams</b> in developing schedules, programs, policies, plans, budgets or forecasts for <b>implementation of cross-department initiatives; OR, Leads departmental planning.</b>	2	3	4
<b>C</b> PARTICIPATES AT ORGANIZATION LEVEL	<b>Participates through management teams, committee work or task groups</b> in developing schedules, programs, policies, plans, budgets for the organization, or forecasts for <b>development of major municipal projects; OR Leads divisional planning.</b>	3	4	5
<b>D</b> LEADS MUNICIPAL ADMINISTRATIVE PLANNING	<b>Leads processes</b> involving development of schedules, programs, policies, plans, budgets or forecasts <b>for review, renewal or expansion of major municipal programs or services.</b>	4	5	6
<b>E</b> LEADS COUNCIL & COMMUNITY PLANNING	<b>Leads processes that involve input from multiple stakeholders and stakeholder groups</b> to seek consensus on critically important issues or policies affecting the community; identify strategic vision and direction; or, evaluate major municipal initiatives.	5	6	7

## RESPONSIBILITY FOR THINGS

### Sub-Factor No. 11: Financial Management Notes to Raters

This factor measures management of financial resources in terms of job responsibility for expenditure of organizational funds and for acquiring or collecting funding/ revenues.

Commitments to expend organizational funds include those made through purchases using cash, cheques, debit or credit cards, and electronic transfers as well as made through approval of such documents as purchase orders, invoices, contracts, agreements and labour costs. Do not consider responsibility for materials. These represent the use or issue of organizational assets and are rated under Responsibility for Material Resources and Assets. Also, Do Not consider responsibility for preparing budgets: this is measured under Planning & Organizational Direction.

Organizational funding/revenues come from many sources including grant monies, subsidies, financial support received by way of donations; administrative, licensing, admission, membership and usage fees; charges for goods/services supplied to those outside the organization or to other organizations; taxes and fines levied and collected; and, interest earned on investments/securities. Cash and cheques are considered revenue until such time as an initial tally and total is taken. The next individual to handle the cash and cheques is considered to be handling assets.

Financial management is measured in two dimensions : **Level of Responsibility** in relation to the extent of authority and accountability, and the **Scope of Responsibility** in relation to the impact exercise of the responsibility has on organizational ability to meet program and service obligations within budget. Rate the Level of responsibility before rating Scope.

In rating financial management consider those activities, responsibilities and duties which are a part of the normal performance of the work, and the extent of authority and accountability normally exercised in the performance of the work.

Some jobs may have different Levels of responsibility for expenditures and revenues, while other jobs may have responsibility for expenditures but not for revenues. When rating these positions, consider which responsibilities are most important to the organization and rate the Level of responsibility accordingly.

Review the entire description to ensure you fully comprehend the extent of expenditures, funding and revenues affected by the position.

#### Definitions:

Nominal Impact:	Accountability for financial management affects a single budget category or source of revenue.
Moderate Impact:	Accountability for management is shared with others, or responsibilities affect a few operating budget categories, or proportionately small amount of revenues.
Significant Impact:	Financial management responsibilities influence a large portion of a divisional budget or all revenues of the organization.
Major Impact:	Financial management responsibilities influence operating and capital expenditures of an entire divisional budget or expenditures and revenues of the organization.



## RESPONSIBILITY FOR THINGS

### Sub-Factor No. 11 Financial Management Degree Scale

Guideline & Definitions for Level of Responsibility	Scope of Responsibility			
	(B1) NOMINAL IMPACT	(B2) MODERATE IMPACT	(B3) SIGNIFICANT IMPACT	(B4) MAJOR IMPACT
<b>(A1) INCIDENTAL:</b> Limited involvement in financial matters. May gather, record, compile or distribute information/data required for financial activity (e.g. completes time sheets).	.5	1	2	3
<b>(A2) TRANSACTS:</b> Authorized to spend or collect small sums of cash/near cash, or approve actions with financial implications (e.g. time off with pay, overtime, accept applications for service).	1	2	3	4
<b>(A3) CHECKS:</b> Performs reconciliations, verification, cross-checks for cost containment purposes or to tally receipts to ensure accuracy between reported and actual amounts.	2	3	4	5
<b>(A4) MONITORS:</b> Monitors and tracks for cost containment or control of accounts receivable. Reviews, checks or compares documents that commit significant organization funds (i.e. agreements, contracts) with responsibility to direct edits to achieve correctness or accuracy. Responsible for initiating reoccurring funding proposals or invoices on a timely basis.	3	4	5	6
<b>(A5) INITIATES:</b> Approves commitments to expend organization funds across a group of budget categories. Responsible to seek out or identify and may initiate one-time proposals to substantially enhance or expand funding/revenues.		5	6	7
<b>(A6) MANAGES:</b> Initiates documents that commit organizational funds. Monitors expenditures within budget authority. May review and approve commitment documents initiated by others with authority to refuse or approve amounts requested. Responsible to advocate or negotiate to secure contracts, agreements, partnerships or arrangements with direct financial benefit to the organization. Manages collection of taxation revenues, fee-for-service charges or government subsidies/transfers.		6	7	8
<b>(A7) OVERSIGHT:</b> Exercises financial control to avoid unauthorized expenditures of organization funds or manage cash receipts. Initiates monitoring and reporting systems to avoid overruns, manage efficient cash flow and borrowings, and maintain credit standing. Monitors financial obligations related to organization commitments. Reviews and approves documents initiated by others that would commit the organization to significant expenditures with long-term implications, with authority to refuse or approve amounts requested.		7	8	9

## RESPONSIBILITY FOR THINGS

### Sub-Factor No. 12: Material Resources & Assets Notes to Raters

This factor measures responsibility in the job for reasonable care and usage, safe transportation and storage, security, maintenance and of material resources and assets belonging to the organization. Responsibility is measured in two dimensions: the degree of responsibility for assets in relation to the extent of accountability and authority exercised, and the scope of responsibility for assets in relation to the impact on the organization of decisions and actions made in carrying out those responsibilities.

Resources and Assets include but are not limited to personal computers and peripherals, tools, vehicles, machinery, furnishings, buildings, plants and facilities, collection and distribution systems and networks, land, public spaces and recreational areas, stationary and mobile equipment, inventories, cash in hand, collections of artifacts or media, and securities or investments. Some positions have responsibility for an asset for the individual employee's use, while other positions have responsibility for an entire group of assets. Consider for example: a desk-top computer at one's work station versus an entire computer network system; a pick-up truck for transportation to different work sites versus an equipment fleet; or, cash receipts from a single program versus cash receipts for multiple services.

#### Instructions:

Do not consider funds or valuables which are not yet in the possession of the organization. These are considered potential revenue items and are evaluated separately. Cash and cheques are considered revenue until such time as they are tallied and totalled. The next individual to handle cash and cheques prepared for deposit is considered to be handling assets. Petty cash is considered a "held asset".

Rate the degree of responsibility before rating scope. Note that some jobs are "composites": routine responsibilities of the job are split between two or more aspects. For example: hands-on repair of assets as well as asset management. Raters are to consider the appropriate Degree rating for each aspect, and whether a half-way rating is appropriate.

In rating the degree of responsibility for assets, review the entire description to ensure you fully comprehend the extent of responsibility and the number and kinds of assets affected by the position. When considering accountability for wear, damage or loss, consider events that could reasonably occur or which are inherent in the nature of the job. Do not consider damage or loss that is highly improbable or which is beyond the control of the employee in the position.

Responsibility for such assets as consumables, desks, chairs, cabinets, computers, calculators, photocopiers, etc. normally provided to those in office settings, is not specified in the position descriptions. Where no other responsibility for assets has been specified but normal office furnishings are used or operated, rate Degree of Responsibility at 1.

#### Definitions:

Limited Impact:	Accountability for this resource or type of asset is shared with others, or errors in judgement or action are likely to affect activities of this job only.
Moderate Scope:	Errors in judgement or action are likely to affect efficiency, productivity or operations within a department, or to interrupt program or service delivery for some external customers.
Broad Scope:	Errors in judgement or action are likely to have impact across the organization, impact service delivery to the community, or affect taxation rates or services in following years.

**RESPONSIBILITY FOR THINGS**  
**Sub-Factor No. 12: Material Resources & Assets**  
**Degree Scale**

Level Definitions for Responsibility for Material Resources and Assets	Scope of Responsibility		
	(B1) Limited Scope	(B2) Moderate Scope	(B3) Broad Scope
<p><b>(A1) Position is responsible to prevent and/or report wear, damage, or loss of resources or assets.</b></p> <p>Maintains or monitors security protocols to avoid unauthorized access to resources or assets.  May monitor consumable stocks to avoid outages that could result in inconvenience.  Stores/secures assets or inventories for safekeeping.  Responsible to follow security protocols to avoid unauthorized access to organizational resources and assets such as facilities, equipment or inventories. (e.g. lock facilities, remove ignition keys, place cash drawer in safe).</p>	1	3	4.5
<p><b>(A2) Position responsibilities require that asset value or condition be protected and maintained with accountability to store assets for safekeeping, make adjustments or repairs; or install new parts, components or pieces.</b></p> <p>Reports problems with asset operation or condition for diagnosis/assessment by others.  Monitors and maintains supply and consumable inventory stocks for a department where outages could result in work delays.  Performs regular minor maintenance to ensure efficient performance of building systems, equipment and/or machines to avoid downtime, unnecessary wear or identify/avoid unsafe conditions.  Frequently operates/transport/handles expensive assets (e.g. pieces of equipment and machinery) with responsibility to avoid breakage, loss, damage.</p>	3	4	5.5
<p><b>(A3) Position carries responsibility to monitor condition of resources or assets and arrange for upkeep or replenishment.</b></p> <p>Directs maintenance with authority to order or arrange repair due to wear or damage .  May be responsible for a fleet, group or collection of machinery, equipment or buildings. Arranges for repairs, preventative maintenance, replacement or upgrade. May be responsible to obtain and renew insurance policies or negotiate disposition on insurance claims.  Monitors and maintains critical supply and consumable inventory stocks for the organization.</p>	5	6	7
<p><b>(A4) Position carries responsibility to assess asset condition and recommend when to dispose of or sell assets, replace or add new assets, or upgrade of significant assets</b> (e.g. heating/cooling systems, computer networks, water treatment facilities) of the organization.</p>	7	8	9

# **WORKING CONDITIONS** **Notes to Raters** **SUBFACTOR No. 13: DISAGREEABLE CONDITIONS AND RISKS**

This sub-factor measures the effects of the surroundings or physical conditions under which the work must be done, and the extent to which those conditions make the job disagreeable or objectionable, or expose the worker to dangers and hazards.

***Disagreeable Conditions and Risks include:***

a) Hours in excess of regular working hours for which no additional compensation is received
b)Requirements to work evenings or weekends
c)Requirements to be "on call" without additional compensation
d)Requirements for overnight travel on Town business
e)Requirements to work evenings or weekends
f)Working in a high-traffic area/open to the public workspace
g)Working inside where there is inadequate ventilation
h)Lack of privacy (workspace is in an open area or cubicle)
i)Exposed to foul language/verbally abusive people
j)Taxpayers, users, general public, etc. who are difficult to deal with
k)Dust/Dirt/Grease/Oil
l)Working outside in extreme temperatures
m)Working outside in inclement weather
n)Moving between climate controlled and unheated or hot/humid work areas

a) Tripping/Slipping Hazards
b)Local vehicular travel in all weather conditions
c)Regional (highway) vehicular travel in all weather conditions
d)Threats of physical violence
e)Bodily Wastes or Fluids
f)Electrical Shock (faulty wiring, improperly connected wiring and equipment)
g)Industrial Chemicals
h)Burns (electrical, hot water, chemical)
i)Working in proximity to moving Parts/Objects/Equipment

**Definitions:**

Once in a while	Irregularly or at infrequent intervals
Limited/Occasional	Unusual: happening after long intervals
Frequently	Common, usual: happening after short intervals

**WORKING CONDITIONS**  
**Degree Definitions**  
**SUBFACTOR No. 13: DISAGREEABLE CONDITIONS AND RISKS**

<b>Degree</b>	<b>Guideline</b>	<b>Definition</b>
1	<b>Incidental adverse conditions</b>	Exposure to adverse environmental conditions is unusual. May be exposed to a single condition once in a while. Typically, all work is performed indoors in a private office with agreeable surroundings. The physical environment is in general safe and there is minimal health risk. No unusual precautions for safe work practices are necessary.
2	<b>Limited adverse conditions</b>	Exposure to some undesirable or unpleasant environmental characteristics. Typically, the worker is exposed to different conditions on a limited to occasional basis, but only to one condition at any given time. Work is performed mainly indoors. Personal protective equipment or unusual precautions may occasionally be required.
3	<b>Moderately adverse conditions</b>	Exposure to moderately adverse and undesirable environmental conditions. The worker is exposed frequently or for prolonged periods to a single condition, occasionally to different conditions, or once in a while to multiple conditions occurring at the same time. Work is typically performed indoors more often than outdoors. Some health and safety adverse risks are present in the physical environment. Safety equipment and unusual precautions are occasionally required.
4	<b>Regularly adverse conditions</b>	Exposure on most days to adverse and undesirable environmental conditions. The worker is exposed frequently or for prolonged periods to different conditions, or occasionally to multiple conditions occurring at the same time. Work is typically performed equally indoors and outdoors. Health and safety adverse risks are present in the day-to-day physical environment. Suitable personal protective equipment and unusual precautions are routinely required.

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Management/Non-Union Benefits

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<b>Creation Date:</b>	January 1998
<b>Revised Date:</b>	2003, 2007, 2010, 2011, 2014, 2017, 2019
<b>Resolution Number:</b>	135
<b>Supersedes Resolution Number:</b>	954
<b>Policy Number:</b>	3.10

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#### 1. Intent

To provide a competitive benefits package in a consistent and equitable manner for all permanent management and non-union employees.

#### 2. Scope

Full-time, part-time and seasonal employees in the Management/Non-Union group, excluding interim and student employees.

#### 3. Definitions

##### Regular Full-Time Employee

An employee who is continuously employed in a full-time position (35 hours or 40 hours per week) and who has completed the probationary period.

##### Regular Part-Time Employee

An employee who is continuously employed in a regular part-time position (less than 35 hours per week) and who has completed the probationary period.

##### Seasonal Employee

An employee (other than a student) who is employed on a short term 'as required' basis for a certain number of months per calendar year.

##### Student Employee

An employee who is a student at a secondary or post-secondary school, who is employed on an 'as required' basis for all or part of the calendar year.

#### Interim Employee

An employee who is hired on a temporary, casual, or as-required basis to provide coverage for regular full-time, regular part-time, or seasonal positions.

### **4. Public Holidays**

All regular full-time and part-time employees (pro-rated based on hours worked prior to each holiday) are entitled the following holidays off with pay at their regular rate of pay. If required to work, payment will be made in accordance with applicable legislation. Seasonal employees are entitled to any holidays that occur during the period of their seasonal employment:

1. New Years Day
2. Family Day
3. Good Friday
4. Victoria Day
5. Canada Day
6. Civic Holiday
7. Labour Day
8. Thanksgiving Day
9. Remembrance Day
10. Half of Christmas Eve
11. Christmas Day
12. Boxing Day
13. Half of New Years Eve

And any paid public holidays as per legislation and on which the municipal offices are closed by direction of Council.

### **5. Vacation**

1. Vacation with pay for positions scored at or below Point Band ~~10 7 (or equivalent)~~:

After 1 year of active service	2 weeks
After 3 years of active service	3 weeks
After 10 years of active service	4 weeks
After 17 years of active service	5 weeks
After 24 years of active service	6 weeks plus 1 day
After 25 years of active service	6 weeks plus 2 days
After 26 years of active service	6 weeks plus 3 days
After 27 years of active service	6 weeks plus 4 days
After 28 years of active service	7 weeks

2. Vacation with pay for positions scored at Point Bands 11 to 14 ~~8 and 9 (or equivalent)~~:

After 1 year of active service	3 weeks
After 5 years of active service	4 weeks
After 10 years of active service	5 weeks
After 11 years of active service	5 weeks plus 1 day
After 12 years of active service	5 weeks plus 2 days
After 13 years of active service	5 weeks plus 3 days
After 14 years of active service	5 weeks plus 4 days
After 15 years of active service	6 weeks
After 16 years of active service	6 weeks plus 1 day
After 17 years of active service	6 weeks plus 2 days
After 18 years of active service	6 weeks plus 3 days
After 19 years of active service	6 weeks plus 4 days
After 20 years of active service	7 weeks

With an additional floating holiday in the year an employee reaches 7 years of active service.

3. Vacation with pay shall be for positions scored at or above **Point Band 15, as well as any individual staff members previously in Bands 10-15 in 2019.** ~~10 (or equivalent):~~

After 1 year of active service	3 weeks
After 3 years of active service	4 weeks
After 5 years of active service	5 weeks
After 10 years of active service	6 weeks
After 11 years of active service	6 weeks plus 1 day
After 12 years of active service	6 weeks plus 2 days
After 13 years of active service	6 weeks plus 3 days
After 14 years of active service	6 weeks plus 4 days
After 15 years of active service	7 weeks

With an additional floating holiday in the year an employee reaches 7 years of active service.

- An employee who is entitled to a vacation increment shall be entitled to it as of the beginning of the calendar year in which they would receive it.
- Vacation time earned up to December 31st of the first year of employment shall be pro-rated.
- Vacations shall be earned on a calendar year basis and must be taken according to the applicable legislation. Except in exceptional circumstances, there will be no allowance for the carryover of vacation days in excess of legislated minimum standards.
- A public holiday falling within a vacation period shall extend the time off by one extra day.
- In the event of the death of a family member during an employee's vacation period, said employee shall be able to access the bereavement leave provisions within this policy, and the period of vacation so displaced shall be deferred to a later mutually agreeable date.



- If an employee becomes ill or injured during his / her vacation period and is hospitalized because of such illness or injury, the period of hospitalization will be re-scheduled as a vacation period at a later mutually agreeable date.
- If an employee is absent from work on any leave of absence without pay (excluding legislated protected leaves) more than 90 calendar days, the employee's vacation and vacation pay will be pro-rated in accordance with actual time worked.
- Part-time and/or seasonal service will be credited on a pro-rated basis towards the calculation of vacation time that an employee receives upon promotion to a full-time position.
- Seasonal employees will receive vacation pay as per legislation.
- After completing three (3) months of active service, full-time employees are entitled to two (2) floating holidays available at the beginning each vacation year. For new hires, said floating holidays will be pro-rated based on their date of hire.
- If an employee is employed, but no longer actively working at the beginning of a calendar year, with the intention of backdating a resignation or retirement date that year using paid or unpaid leave, they shall not be entitled to any floating holidays unless actively at work in the new calendar year.
- Only actively working full-time employees are entitled to paid vacation and floating holidays as per this section of the policy.
- Part-time employees are entitled to paid vacation based on their years of service and hours worked relative to a full-time equivalent for their position.

## **6. Sick Benefits**

### Cumulative Sick Leave

Sick time shall accumulate only while an employee is actively at work. Sick leave days may only be used when an employee is unable to attend work due to sickness or injury. Balances on record are not vested and have no buy-out value upon termination of employment.

### Full-Time Employees

Cumulative sick leave benefits for full-time employees shall accumulate at the rate of one half ( $\frac{1}{2}$ ) of a regular work-day per month, to an absolute limit of six (6) days. Full-time employees are permitted to carry the unused portion of sick leave from year to year, to an absolute limit of six (6) days. Sick leave may be used to offset the waiting periods for short-term disability benefits.

### Seasonal Employees

A seasonal employee who works at least thirty-five (35) hours per week shall accumulate cumulative sick leave credits at the rate of three and a half (3.5) hours per month of work during active seasonal employment. Seasonal employees are permitted to carry the unused portion of sick leave from year to year, to an absolute limit of thirty-five (35) days (245 hours).

Sick leave days used by seasonal employees shall be paid at the rate of one hundred percent (100%) of actual wages for the first three (3) days of absence due to illness or injury and seventy percent (70%) of actual wages after three (3) days of absence due to illness or injury. Sick leave payment will continue only until the end of the regular work season.

A seasonal employee promoted to a full-time position is entitled to transfer their sick leave credits to a maximum limit of six (6) days.

### Part-Time Employees

Regular part-time employees shall accumulate cumulative sick leave credits at the rate of one half ( $\frac{1}{2}$ ) day per month and shall be permitted to carry the unused portion of sick leave from year to year, to an absolute limit of twenty (20) days.

A regular part-time employee promoted to a full-time position is entitled to transfer their sick leave credits to a maximum limit of six (6) days.

### New Employees

Unless required by law, new employees shall not be entitled to any sick leave credits until they have completed three (3) months of continuous employment, at which point sick leave credits shall be retroactive to the first day of employment.

## **7. Disability Insurance**

The Corporation shall pay one hundred percent (100%) of premiums for disability insurance for full-time employees whose positions are scored below Point Band 11 9:

- A) Weekly indemnity insurance coverage of: 1<sup>st</sup> day hospital; 1<sup>st</sup> day accident; 4<sup>th</sup> day sickness; 70% of weekly earnings to a maximum of \$800 weekly; 17-week duration of 120 days; with the cost of premiums at the expense (100%) of the Corporation.
- B) Long Term Disability Insurance Coverage of: starts 121<sup>st</sup> day; 70% of weekly earnings to a maximum of \$3500 monthly; 2-year own occupation; primary CPP carve out only; payable to age 65 or earlier recovery; with the cost of premiums at the expense (100%) of the Corporation.

The Corporation shall pay one hundred percent (100%) of premiums for disability insurance for full-time employees whose positions are scored at/above Point Band 11 9:

- C) Weekly indemnity insurance coverage of: 1<sup>st</sup> day hospital; 1<sup>st</sup> day accident; 4<sup>th</sup> day sickness; 70% of weekly earnings to a maximum of \$1200 weekly; 17-week duration of 120 days; with the cost of premiums at the expense (100%) of the Corporation.
- D) Long Term Disability Insurance Coverage of: starts 121<sup>st</sup> day; 70% of weekly earnings to a maximum of \$5200 monthly; 2-year own occupation; primary CPP carve out only; payable to age 65 or earlier recovery; with the cost of premiums at the expense (100%) of the Corporation.

If a sick claim is disputed or under investigation, after fourteen days an employee may request to receive monies from the Corporation, not to exceed the insurable amount that the employee would be entitled to under the insured plan. If approved, the employee shall sign a waiver promising reimbursement to the Corporation once the dispute or investigation is concluded or monies received. It is also acknowledged that the payment of such benefits during a dispute with the insurer is not deemed to be an acknowledgement of entitlement or eligibility, as eligibility is at the discretion of the insurer.

The Corporation reserves the right to change the carrier of such disability plans provided that the levels of insured benefit coverage is not decreased. Notice of such change of carrier will be communicated to affected employees prior to any changes to such plans.

## **8. Health Insurance**

The Corporation shall contribute one hundred per cent (100%) of the insurance premiums towards the following plans for regular full-time employees, for part-time employees on a pro-rated basis, and for seasonal employees who work at least thirty-five (35) hours per week during their seasonal employment, subject to the terms and conditions of such insured plans. The Corporation will pay such insurance premiums up to a 6-month period for absences due to illness or injury.

- a) Basic Dental Plan, level I (basic services), level II (supplementary basic Services i.e. scaling), level V (orthodontics).
  - Current fees guide
  - Dental recalls shall be every nine (9) months.
  - Orthodontics – 50% to a maximum of \$1500 per lifetime
- b) Manulife Financial Extended Health Care Plan (\$10-\$20 Annual deductible)
  - Generic drugs if available
  - \$0.35 per prescription deductible
  - Fertility drugs shall not be covered
  - Chiropractor, Osteopath, Chiroprapist, Naturopath: \$300 per year;
  - Speech Therapy: \$200 per year
  - Massage Therapy: \$7 per visit to a maximum of 12 visits per year
  - Physiotherapy: \$12.20 per visit.
- c) Vision Care: Three Hundred (\$300) dollars every two (2) years per employee and dependent, and one eye exam every two (2) years. One hundred and fifty dollars (\$150.00) every twelve (12) months for dependents under age eighteen (18).
- d) Private Hospital Coverage and Deluxe Travel Coverage

Health insurance benefits apply to actively employed seasonal employees after having satisfied the waiting period for such plans, and for returning seasonal employees upon their return to active employment.. Overage dependants may be entitled to health insurance benefits up to age twenty-five (25), subject to the terms and conditions of such plans.

The Corporation's obligation to contribute premiums to the Medical and Hospital Insured plans and to the Group Life and AD&D Insurance Plan ceases when the employee is on unpaid absence

from work exceeding five (5) consecutive business days, subject to the terms and conditions of such plans.

#### Workplace Safety and Insurance Act

All group benefit insurance plans shall remain in force while an employee entitled to said benefits is absent due to workplace illness or injury and receiving payments under the Workplace Safety and Insurance Act for loss of earnings, for a period not to exceed twenty-four (24) consecutive months.

#### Group Life Insurance and Accidental Death & Dismemberment (AD&D)

The Corporation shall contribute for regular full-time employees, and part-time employees on a pro-rated basis, one hundred percent (100%) of the insurance premium towards a Life Insurance and AD&D Insurance Plan for life insurance coverage of \$80,000.00 and spouse \$5,000.00 and each child \$2,500.00, subject to the terms and conditions of such plans. If eligible, optional additional coverage may be available at the cost of the employee. The Corporation shall pay said premiums for up to twelve (12) months if an insured employee is absent from work due to illness or injury.

The Corporation reserves the right to change the carrier of any of the benefit plans provided that the level of benefit coverage is not decreased. Notice of said changes will be communicated prior to taking effect. If an employee encounters a coverage problem due to a carrier change, they shall immediately contact the Corporation or agent of record upon becoming aware of it which shall be investigated and resolved by the Corporation.

### **8. Bonus Upon Retirement**

The Corporation agrees to pay the following bonus for employees who retire from full-time positions:

<u>Years of Service</u>	<u>Bonus Payable</u>
10-14	\$1000
15-19	\$1500
20-24	\$2000
25-29	\$2500
30-34	\$3000
Over 35	\$3500

### **9. Overtime**

This benefit is in recognition of time spent in excess of the normal workday or workweek, including any unpaid additional hours required by a position as agreed to in an employment contract.

Employees entitled to overtime are allowed the flexibility to receive pay for banked time, or to request time off in lieu of pay.

Overtime shall be kept to a minimum and should not form a regular part of the work schedule. Time spent at regularly scheduled Board / Committee / Council meetings shall not be considered overtime. Payment for overtime or lieu time shall be as follows:

- a) The Chief Administrative Officer and Division Managers shall not accrue overtime. In situations where unusual or exceptional circumstances occur, time off in lieu of overtime time may be granted by approval of the Chief Administrative Officer.
- b) All other full-time and part-time employees will accrue overtime at the following rate: Straight time for any hours worked in excess of their regular work-week (35 or 40) up to 44 hours per week. Any hours worked in excess of 44 hours per week will accumulate at the rate of 1.5 times hours worked.
- c) For full-time personnel, overtime will only accrue for time worked in excess of half (½) hour beyond the normal working day.
- d) An averaging agreement may be utilized in accordance with the appropriate legislation.
- e) Time may be banked to a maximum annual carry over of 60 hours.
- f) Such overtime, prior to being worked shall be pre-approved by an employee's supervisor.
- g) The usage of lieu time must occur at times which will not create undue hardship on the employee's department or division.
- h) Standby for Public Works Superintendents is equal to (1½) one and one-half days per week of stand-by duty performed. Such compensation may be taken as time off or as payment in addition to salary.

## **10. Bereavement Leave**

All employees will be allowed up to five (5) working days off with pay in the event of the death of a spouse, common-law spouse, father, mother, step-father, step-mother, sister, brother, son, daughter, and step-children or common-law children.

All employees will be allowed up to three (3) working days off with pay in the event of the death of a grandparent, grandchildren, mother-in-law, father-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, spouse's grandparents, common law in-laws and ex-spouse for care of children under thirteen (13) years of age.

An employee who attends the funeral of such deceased persons will be allowed up to two (2) additional days for travel time, if the funeral is held over 200 kilometres from Fort Frances.

One day off with pay shall be granted to an employee who is an active or honorary pallbearer.

## **11. Compassionate Leave**

Up to three (3) paid days per calendar year may be granted by the Corporation to any employee to attend to the illness or injury of an immediate family member. Immediate family member includes spouse, son, daughter, mother and father. Calculations shall be done on an hourly basis and deductions shall be made from the accumulated sick leave credits.

## **12. Professional Fees**

Where legislation or the employer requires membership to a professional association, the Corporation agrees to pay 100% of the associated fees.