C.U.P.E. 5167
JOB EVALUATION PLAN

CITY OF HAMILTON

AND

CANADIAN UNION OF PUBLIC EMPLOYEES
LOCAL 5167

REVISED APRIL 26, 2004
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SKILL FACTOR

SUBFACTOR 1 - KNOWLEDGE

DEFINITION:

This subfactor measures the general knowledge and specialized training necessary to perform the job duties in a satisfactory manner and has no relationship to the academic achievement of an employee. The degree levels are normally expressed in terms of formal education or equivalent education. Similar levels of achievement can be obtained through a combination of education (courses or self-improvement) and relevant work experience.

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<th>DEFINITION</th>
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<tr>
<td>1</td>
<td>Equivalent to partial completion of high school. <strong>Typically Grade 10 or equivalent.</strong></td>
<td>Ability to perform basic clerical functions not requiring special courses. Ability to operate equipment and machinery after instruction. Ability to follow written instructions in performing a variety of routine tasks such as operating vehicles or assisting on trade, craft type work. Ability to use simple arithmetic and fill in reports or logs. Ability to comprehend simple charts and drawings, understand and use decimals and fractions; acquire a level of proficiency in keyboard skills necessary to quickly create a document from written notes.</td>
</tr>
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<td>2</td>
<td>Equivalent to partial completion of high school plus an additional work related program up to one academic year of duration. <strong>Typically Grade 10 plus an additional vocational programme or completion of Grade 11 or equivalent.</strong></td>
<td>Course or courses specialized in occupational area. Courses may result in certificate in occupational specialty. Able to understand and follow written instructions in performing a variety of complex tasks or operate a variety of equipment. Ability to use simple arithmetic and fill in more detailed reports and logs.</td>
</tr>
<tr>
<td>Level</td>
<td>Description</td>
<td>Required Qualifications</td>
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<tr>
<td>-------</td>
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<tr>
<td>3</td>
<td>Equivalent to completion of high school. Typically Grade 12 or equivalent.</td>
<td>Completion of vocational and business courses commonly taught at high school level. Completion of specific vocational courses required for a certificate to work in an occupation (not a fully regulated trade). Able to understand and follow detailed procedures in performing trade or craft type work. Able to use fractions and decimal arithmetic and simple formulas, diagrams and drawings. Acquire a level of competence in specialized knowledge and skills. Some degree of specialization in word processing skills; developed understanding of business accounting concepts; ability to draw basic drawings with complete information; effective ability to use marketing skills.</td>
</tr>
<tr>
<td>4</td>
<td>Equivalent to completion of high school plus an additional work related program up to one academic year of duration. Typically Grade 12 plus up to one year of equivalent education.</td>
<td>Generally following high school. May be gained by home study. Completion of academic portions such as accounting, bookkeeping, computer courses and apprenticeship for regulated trades such as auto mechanic, plumber, electrician. Technical knowledge required. Must be capable of performing a particular trade and carrying out a variety of complex tasks.</td>
</tr>
<tr>
<td>5</td>
<td>Equivalent to completion of community college or specialized trade courses up to two academic years.</td>
<td>Completion of academic portions and apprenticeship for regulated trades such as: auto mechanic, plumber, electrician. Completion of courses required for recognized certification (two years), such as Business Administration, Electronics Engineering Technology.</td>
</tr>
<tr>
<td>6</td>
<td>Equivalent to completion of specialized courses normally taught in community or recognized specialty colleges consisting of up to three academic years.</td>
<td>Completion of courses required for recognized certification (three years), such as: Engineered Technologist, Registered Nurse, Social Service Worker, Child Care Worker. Completion of courses and apprenticeship for advanced trades, such as: tool and die maker, aircraft instrument make/calibrator.</td>
</tr>
<tr>
<td></td>
<td>Equivalent to university graduation in general courses.</td>
<td>Knowledge generally not applied directly to work. Analytical and research skills gained.</td>
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<td>---</td>
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<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>7</td>
<td>Equivalent to University graduation in specialized or occupational field</td>
<td>Knowledge gained applied directly to work. Examples: Engineering, C.A., B.Sc.N., B.S.W., Master Mariner, C.G.A., C.M.A., Physiotherapist, Nutritionist, LLB.</td>
</tr>
<tr>
<td>8</td>
<td>Equivalent to university completion at masters level in specialized or occupational field.</td>
<td>Knowledge applied directly to work. Examples: M.B.A., M.L.S., M.S.W.</td>
</tr>
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</table>
SKILL FACTOR

SUBFACTOR 2 - EXPERIENCE

DEFINITION:

This subfactor should be considered when the degree of knowledge is established. It serves as a scale of measurement for the amount of practical experience that an average individual having the appropriate theoretical knowledge, specific education and specialized training, would require to be able to perform the job duties. It includes the sum of (a) and (b):

a) Experience in any related work or work in lesser positions and other relevant work and life experiences, which are necessary for performance of the jobs.

b) The period of training and adjustment on the job itself.

DEGREES:

1. Up to and including one month.

2. Over one month, up to and including three months.

3. Over three months, up to and including six months.

4. Over six months, up to and including one year.

5. Over one year, up to and including two years.

6. Over two years, up to and including three years.

7. Over three years, up to and including four years.

8. Over four years, up to and including five years.

9. Over five years.
SKILL FACTOR

SUBFACTOR 3 - JUDGEMENT

DEFINITION:

This subfactor measures the judgement, choice of action and initiative required in applying methods, procedures, or policies to complete the job duties.

DEGREES:

1. Tasks are clearly defined. Little or no latitude exists for exercising judgement. Most problems are referred to supervisor. Little planning required. Tasks are arranged by others.

2. Assignments are covered by well defined methods and procedures. Some latitude exists for organizing work or exercising judgement within established guidelines. Most unusual problems are referred to the supervisor.

3. Assignments are covered by established methods and procedures or standards of accepted practices. Some judgement is required in adapting these guidelines to get the desired end result. The exercise of judgement is a normal requirement but is restrained by program objectives. Direction is sought when apparent solutions to problems are not within the intent of established practices.

4. Assignments frequently involved modifying established methods or procedures, recognizing and analyzing problems/situations and using trouble shooting techniques to reach solutions or devising new courses of action within the intent of existing programs, legislation or professional standards. The exercise of judgement is extensive and is complicated by the need to consult and coordinate action plans. Supervisors are available in relation to administrative matters, and may be consulted on professional/clinical/technical matters, but solutions are not normally expected during such discussions.

5. Assignments include development of solutions to diverse and inter-related problems, often having conflicting requirements, affecting an individual or affecting specific policies or programs. The exercise of judgement is extensive and involves complex issues. Consultation will usually take place in a peer group or inter-disciplinary team review.
6. Assignments involve analysis and development of solutions to diverse and inter-related problems, often having conflicting requirements, affecting broadly based policies or programs. The exercise of judgement is extensive, complex and far-reaching and results in changes to broadly based policies and programs. Consultation with a supervisor concerning difficult problems is not normally expected.
SUBFACTOR 4 – CONCENTRATION OR SENSORY DEMANDS

DEFINITION:
This subfactor measures the period of time wherein mental, visual and/or aural concentration is required on the job. Both the frequency and duration of the effort are to be considered.

DEGREES:

1. Occasional periods of short duration.

2. Frequent periods of short duration;
   «OR»
   Occasional periods of intermediate duration.

3. Almost continuous periods of short duration;
   «OR»
   Frequent periods of intermediate duration;
   «OR»
   Occasional periods of long duration.

4. Almost continuous periods of intermediate duration.
   «OR»
   Frequent periods of long duration;

5. Almost continuous periods of long duration.
**SUBFACTOR 5 - PHYSICAL ACTIVITY**

**DEFINITION:**

This subfactor measures the physical activity by the type and duration required to perform the job duties.

**DEGREES:**

1. Light activity of short duration.

2. Light activity of intermediate duration;  
   «OR»  
   Medium activity of short duration.

3. Light activity of long duration;  
   «OR»  
   Medium activity of intermediate duration;  
   «OR»  
   Heavy activity of short duration.

4. Medium activity of long duration;  
   «OR»  
   Heavy activity of intermediate duration.

5. Heavy activity of long duration.
EFFORT FACTOR

SUBFACTOR 6 - DEXTERITY

DEFINITION:

This subfactor measures the level of dexterity required by a job. The levels of manual dexterity are determined by considering the elements of speed and/or accurate hand/eye (or hand/foot) co-ordination. Movements can be either fine or coarse.

DEGREES:

1. Employee is required to perform tasks that demand minimal accurate co-ordination of fine or coarse movements. The required manual tasks are such that above average speed is not required.

2. Employee is required to perform tasks that demand the accurate co-ordination of coarse movements, where speed is a secondary consideration.

3. Employee is required to perform tasks that demand the accurate co-ordination of coarse movements, where speed is a major consideration. There is requirement for some fine movements.

4. Employee is required to perform tasks that demand the accurate co-ordination of fine movements, where speed is a secondary consideration.

5. Employee is required to perform tasks that demand the accurate co-ordination of fine movements, where speed is a major consideration.
RESPONSIBILITY FACTOR

SUBFACTOR 7 - ACCOUNTABILITY

DEFINITION:

This subfactor measures the effect of judgemental errors. The following characteristic of the work is to be considered in selecting a degree. The effect on the organization of making errors in judgement in the decision-making process.

DEGREES:

1. Incorrect or inappropriate recommendations/decisions/actions have little effect on service to the public/client or financial costs.

2. Incorrect or inappropriate recommendations/decisions/actions have limited effect on the department. For example, limited financial costs or limited effect on service to the public/clients.

3. Incorrect or inappropriate recommendations/decisions/actions have obvious effects on financial costs, adverse client/public relations, reduced service to the public, minor adverse effects on clients and requires intervention by senior staff to deal with repercussions.

4. Incorrect or inappropriate recommendations/decisions/actions have serious, usually short-term effects; significant financial costs; reduced or impaired service to the public; serious health hazards or serious discomfort to clients or others; negative media reaction; and requires Department Head to deal with the repercussions.

5. Incorrect or inappropriate recommendations/decisions/actions have major, frequently long-term decisions/actions have major, frequently long-term effects; very substantial financial costs; serious impact on client care or public safety or the lives of clients/public or others; negative media reaction; and requires City Manager or political debate to deal with the repercussions.
SUBFACTOR 8 - PHYSICAL SAFETY OF OTHERS

DEFINITION:
This subfactor measures the degree of physical care required to prevent injury or harm to others.

DEGREES:
1. Little degree of care required to prevent injury or harm to others.
2. Some degree of care required to prevent injury or harm to others.
3. Considerable degree of care required to prevent injury or harm to others.
4. High degree of care required to prevent injury or harm to others.
RESPONSIBILITY FACTOR

SUBFACTOR 9 - WORK RELATED DIRECTION

DEFINITION:

This subfactor measures the extent to which an employee is required to direct the work of others such as students, volunteers, employees (full-time, part-time, casual, etc.) of the employer and employees of other organizations as well as contractors.

DEGREES:

1. Responsible for own work but there may be a requirement to show others how to perform tasks or duties.

2. The job requires the employee to periodically assume some of the normal coordination, functional guidance and direction responsibilities over others.

3. The job requires the employee, on a continuing basis, to assume some of the normal coordination, functional guidance and direction responsibilities over others.

4. The job requires the employee to assume, on a continuing basis, the normal coordination, functional guidance and direction responsibilities over others. May perform some duties similar to those of the employees directed.
RESPONSIBILITY FACTOR

SUBFACTOR 10 - CONTACTS

DEFINITION:

This subfactor measures the contacts necessary in communicating with others, be they co-workers, members of the public or clients. These communications may be in writing, or oral, including sign language, and carrying varying degrees of responsibility for the handling of contacts tactfully and harmoniously.

DEGREES:

1. Common courtesy required in order to maintain working relationships.
2. Courtesy and tact required in explaining, exchanging data or information.
3. Tact and discretion required to settle requests, complaints or clarification of information.
4. Tact and diplomacy are required when handling contacts of a difficult or specialized nature, for the discussion and resolution of problems by presenting or obtaining detailed information.
5. Tact, diplomacy and human relations skills are required for frequent contacts of a difficult, specialized or sensitive nature for such purposes as influencing, persuading or securing the co-operation of others.
6. Contacts are a major element of the job requiring considerable communication and human relations skills for such purposes as influencing, persuading, motivating, or negotiating with others, and in dealing with highly sensitive issues.
WORKING CONDITIONS FACTOR

SUBFACTOR 11 - DISAGREEABLE CONDITIONS

Definition:

This subfactor measures the type and frequency of disagreeable conditions under which an employee is required to carry out the job duties.

DEGREES:

1. Minor conditions with little exposure.

2. Minor conditions with occasional exposure;
   «OR»
   Major conditions with little exposure.

3. Minor conditions of frequent exposure;
   «OR»
   Major conditions of occasional exposure.

4. Minor conditions of almost continuous exposure;
   «OR»
   Major conditions of frequent exposure.

5. Major conditions of almost continuous exposure.