City of Hamilton

and

CUPE Local 1041

JOB EVALUATION
PLAN

(Excluding detailed Description of Factors, Response Levels and Rules of Application adopted by the Compensation Specialists and Reconsideration Committee)

The Avalon Group – December 19, 2005

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Q10A - CORE SERVICE DELIVERY

Consider the overall role of the job for supporting, providing or coordinating services provided to the City’s internal and external customers. Which response most closely describes responsibility for service delivery?

RESPONSE LEVELS

1. Provides direct assistance to customers of the unit/team, as a first point of contact.
2. Coordinates support activities within the unit/team OR provides first level technical assistance to customers of the unit/team.
3. Delivers technical or professional services to customers, ensuring quality and responsiveness to their needs.
4. Coordinates activities within a single program or area of service, including ensuring related administrative processes are implemented.

Q10B IMPACT ON SAFETY/WELL BEING

Considering the core service delivery role selected above, which follow-up response best describes whether there is a direct impact on the safety and/or well-being of others through the provision of services?

RESPONSE LEVELS

A. Actions do not directly affect the well-being of others or their physical safety.
B. Actions have an immediate impact on general safety of others within the program environment.
C. Actions contribute directly to the provision of services designed to promote safety and well-being
FULFILLING REGULATORY COMMITMENTS

Some jobs have responsibility for responding in varying ways to the requirements of regulatory, legal or statutory obligations. Which response most closely describes responsibility for fulfilling these kinds of commitments?

RESPONSE LEVELS

1. Applies regulatory, legal or policy standards to own job, within well defined guidelines and criteria.
2. Maintains compliance through monitoring of own work, identifying needed action and/or corrective action.
3. Assesses compliance of work activities extending beyond own job through ongoing monitoring and identification of action/corrective action.
4. Ensures internal/community adherence to City by-laws and other statutory obligations.
RESPONSIBILITY FOR CONTINUOUS IMPROVEMENT

All jobs contribute, in some way, to improving the way in which the City provides programs or services to its internal/external customers. Which response most closely describes responsibility for contributing to this type of “continuous improvement” effort?

RESPONSE LEVELS

1. Identifies improvements that will make own work more efficient.
2. Identifies procedural changes that will benefit the broader unit or team, for consideration by others. Participates in related change initiatives.
3. Identifies procedural changes and takes the lead in ensuring changes are developed, tested and implemented.
4. Assesses current processes or services and makes recommendations on how these can be improved. Actively participates in the implementation process.
MANAGING PEOPLE

Some jobs have responsibility for managing others within the unit/team. Which response most closely describes formal responsibility for human resources?

RESPONSE LEVELS

1. No formal responsibility for supervising others.
2. Regularly supervises project-based, volunteer or contracted resources.
3. Provides full front-line leadership to staff in the unit/team.
4. Provides full front-line management of staff who work off-site in other facilities or in the community.

SCOPE OF RESPONSIBILITY

Considering the level of responsibility selected above, which follow-up response best describes the diversity of work carried out by direct/indirect reports, the relative size of the work unit, and/or the composition of the work unit.

RESPONSE LEVELS

A. Small team of staff performing like or similar jobs.
B. Small team of staff performing work with the same job family, OR a larger team of staff performing like or similar jobs.
C. Team of staff performing work across a number of different job families, OR a larger team performing work within the same job family.
MANAGING PHYSICAL ASSETS

Some jobs have responsibility for contributing to the safeguarding, safe operation or general management of physical resources of the organization. Which response most closely describes responsibility for managing material resources?

RESPONSE LEVELS

1. Basic use, care and handling of resources used in own job.
2. Receipt, handling and distribution of resources.
3. Availability of resources or equipment operation/maintenance/functionality.
4. Safeguards resources which are accessible to others or which are considered protected.

INFORMATION ASSETS

In addition to material assets, the organization also has information resources which need to be maintained or managed. Which response most closely describes responsibility for the safekeeping of information and/or information systems?

RESPONSE LEVELS

A. Basic safekeeping of information used to perform own work
B. General safekeeping according to accepted practice
C. Maintenance of information resources
D. Availability and security of information resources/systems.
IMPACT ON FINANCIAL EFFECTIVENESS

Some jobs impact on the financial well-being of the unit/team, departments or City as a whole. Which response most closely describes impact on financial effectiveness?

RESPONSE LEVELS

1. Minimal impact typically confined to own job.
2. Impact on standardized processing or tracking of financial resources.
3. Impact on expenditures or collections involving moderate financial resource commitments.
4. Impact on cost control involving more significant financial resource commitments.
Q 70 CORE KNOWLEDGE

CORE KNOWLEDGE
All jobs require knowledge of practices, technology or principles within a specific occupation, field of work, technical or professional discipline. Which response most closely describes the functional or technical knowledge required to perform the job at a fully competent level?

RESPONSE LEVELS
1. Work requires the ability to use simple methods and techniques. Considered the entry or junior level in a field of work.
2. Work requires proficiency in the application of methods or basic principles. Considered working level in a field of work.
3. Works requires mastery in the full application of methods or principles. Considered experienced working level in a field of work.
4. Work requires mastery of a broad range of methods or principles spanning a number of related fields of work or subject areas. Considered the senior working level in a field of work.

NATURE OF FIELD OF WORK
Which follow up response best describes the make-up of the field(s) of work or discipline(s) for which this level of knowledge is required?

RESPONSE LEVELS
A. The field of work or discipline is based on applied procedures/technology.
B. The field of work or discipline is based on underlying theory.
Q 80 SUPPLEMENTARY KNOWLEDGE

In addition to core knowledge requirements identified in the previous question, most jobs also require additional knowledge which is specific to working for the City of Hamilton or a similar organization. Which response most closely describes the nature and extent of supplementary knowledge necessary to work at a fully competent level?

RESPONSE LEVELS

1. Understands routine information concerning internal or external activity.
2. Understands concrete facts associated with internal/external activity.
3. Understands qualities and characteristics associated with internal/external activity.
4. Understands concepts behind internal or external activity.

BREADTH OF KNOWLEDGE

Considering the level of supplementary knowledge selected above, which follow-up response most closely describes the variety of knowledge requirements across one or more areas of internal and/or external activity?

RESPONSE LEVELS

A. Supplementary knowledge is relatively focused or narrow in scope.
B. Supplementary knowledge extends to a variety of areas of internal and/or external activity.
PLANNING SKILLS

Which response most closely describes the skills required to organize, prioritize, plan and coordinate work performed by self and/or by others?

RESPONSE LEVELS

1. Follows an established schedule or routine, but is expected to adjust when/how tasks are carried out.
2. Plans day-to-day work to allow for deadlines, peak periods, unexpected situations
3. Defines targets, resources and approaches. Follows-up to ensure results are achieved and adjusts work plans accordingly.
4. Coordinates work plans with other areas to ensure integrated efforts.
Q 1 0 0  C O M M U N I C A T I O N  S K I L L S

COMMUNICATION SKILLS
Most jobs require employees to have the skills necessary to verbally present information or ideas. Which response best describes the type of verbal communications typically required in the job?

RESPONSE LEVELS
1. Provides information of a routine nature requiring limited explanation.
2. Provides information using straightforward descriptions that clarify facts.
3. Provides detailed descriptions and explanations involving the proper use of technical or other special terminology.
4. Provides detailed facts and explanations to individuals/audiences who need to be educated about the subject matter.
INTERPERSONAL SKILLS

Most jobs require skill to interact effectively with others to achieve work objectives. Which response most closely describes the level of interpersonal skill normally required to meet work demands?

RESPONSE LEVELS

1. Works cooperatively with others to accomplish joint tasks as an effective team player
2. Promotes involvement, participation, cooperative effort.
3. Applies facilitative or counseling skills to individuals or groups.
4. Persuades or negotiates with others to obtain agreement or acceptance.
Q 1 2 0  P R O B L E M  S O L V I N G  S K I L L S

PROBLEM SOLVING SKILLS

All jobs require certain skill in thinking through problems, issues and assignments in order to arrive at an appropriate response or solution. Which level best describes the type of thinking skills required to respond to normal work demands?

RESPONSE LEVELS

1. Judgment is required to determine how certain activities are performed.
2. Judgment is required to adapt guidelines to non-routine situations.
3. Judgment is required to determine the best approach to respond to work demands.
4. Judgment is required to isolate critical issues and find creative solutions.

ADDITIONAL CHALLENGES

The identification of appropriate solutions to work problems or assignments can be complicated by uncertainty or risk associated with the effect or outcome of a response. For the level of problem solving skill selected in part a), which follow-up response most closely describes the degree of related uncertainty or risk?

RESPONSE LEVELS

A. Little/no uncertainty or risk is associated with responding to work assignments or issues.
B. Manages uncertainty associated with responding to work assignments or issues.
C. Manages risks associated with responding to emergency situations.
PHYSICAL AND SENSORY DEMANDS

Some jobs require that employees perform activities involving physical skill or effort. Which response most closely describes mandatory physical activities in the job?

RESPONSE LEVELS

1. Normal physical activity associated with day-to-day tasks.
2. Light physical effort, exertion or use of motor skills resulting in minor fatigue or requiring manual dexterity.
3. Moderate physical effort, exertion or use of practiced motor skills resulting in noticeable fatigue/strain or requiring developed dexterity.
4. Heavy physical effort or exertion resulting in significant fatigue or strain.
5. Prolonged heavy physical effort or exertion is characteristic of much of the job.

SENSORY EFFORT

All jobs require attention to details, objects or situations. These details can involve visual attention, listening carefully or using one of the other senses. Which response most closely describes the sensory effort normally required in the job?

RESPONSE LEVELS

A. Minor sensory effort required, involving basic attention to accuracy.
B. Low intensity sensory effort, involving extra attention to accuracy of details.
C. Moderate intensity sensory effort, involving frequent attention at level 2 OR attention to accuracy of fine details.
D. High intensity effort, involving frequent attention at level 3 OR attention to very precise/intricate details.
E. Prolonged high intensity sensory effort is characteristic of the job.
ENVIRONMENTAL DEMANDS

Some jobs require that employees work under conditions which are physically uncomfortable or unpleasant. Which response most closely describes exposure to conditions in the physical environment?

RESPONSE LEVELS

1. Working conditions are generally agreeable.
2. Exposed to slightly disagreeable conditions which are mildly unpleasant.
3. Exposed to moderately disagreeable conditions which are clearly unpleasant.
4. Exposed to severe environmental conditions which are highly unpleasant.

HAZARDOUS CONDITIONS

In addition to unpleasant/uncomfortable conditions, some jobs also require that employees work under conditions which pose a risk of injury or illness as a result of exposure. Which response most closely describes exposure to these types of conditions?

RESPONSE LEVELS

A. No hazards or work related risks are associated with normal work activities.
B. Exposed to conditions posing mild risk, requiring that established safety practices be followed
C. Exposed to conditions posing moderate risk, requiring the use of protective measures/devices
D. Exposed to conditions posing significant risk, requiring extreme caution and ongoing attention to safety precautions.