



CLASSIFICATION STANDARD

ADMINISTRATIVE SERVICES

Administrative and Foreign Service Category

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INTRODUCTION

This standard describes the point rating plan to be used to evaluate jobs allocated to the Administrative Services Group. It consists of an introduction, general definitions of the Administrative and Foreign Service Category and the occupational group, point rating scales and bench-mark position descriptions.

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

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

Factors

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

Four factors are used in this plan. All the factors have more than one dimension and have been defined in terms of two or three related elements. The factors and elements are

Knowledge	<ul style="list-style-type: none"> - Education - Experience - Continuing Study
Decision Making	<ul style="list-style-type: none"> - Scope for Decisions - Impact of Decisions
Responsibility for Contacts	<ul style="list-style-type: none"> - Nature of Contacts - Persons Contacted
Supervision	<ul style="list-style-type: none"> - Numbers Supervised - Level of Employees Supervised

Administrative Services

Point Values

The maximum point value assigned to each factor reflects its relative importance. Similarly, point values have been assigned to the degrees of the factors.

Point values increase arithmetically as the degrees of the factor increase. The minimum point values for Knowledge, Decision Making and Responsibility for Contacts are one-fifth of the maximum value. The minimum value for Supervision is one-tenth of the maximum value, although there will be positions where this factor does not apply. The ranges of point values are

	<u>Minimum</u>	<u>Maximum</u>
Knowledge		
Education and Experience	60	300
Continuing Study	10	50
Decision Making	70	350
Responsibility for Contacts	26	130
Supervision	-	170
	<hr/>	<hr/>
	166	1,000

Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of each factor or element. Each description consists of a brief summary, a list of the principal duties, with the percentage of time devoted to each, and a specification describing each of the point rating factors and elements as it appears in the job. The bench-mark positions have been evaluated, and the degree and point values assigned to each factor are shown in the specifications.

The rating scales identify the bench-mark position descriptions that exemplify each degree. These descriptions are an integral part of the point rating plan and are used to ensure consistency in application of the rating scales.

Use of the Standard

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

1. Allocation of the position to the category and the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
2. The position description is studied to ensure understanding of the position as a whole and of each factor. The relation of the position being rated to positions above and below it in the organization is also studied.
3. Tentative degrees of each factor in the job being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the descriptions of factors and the notes to raters.

4. The description of the factor in each of the bench-mark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the factor in bench-mark positions for the degrees above and below the one tentatively established.
5. The point values for all factors are added to determine the tentative total point rating.
6. The position being rated is compared as a whole to positions to which similar total point values have been assigned, as a check on the validity of the total rating.

Determination of Levels

The ultimate objective of job evaluation is to determine the relative value of jobs in each occupational group in order that employees carrying out the jobs may be paid at rates consistent with the relationship indicated. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and value and will be allocated to the same level.

CATEGORY DEFINITION

Occupational categories were repealed by the Public Service Reform Act (PSRA), effective April 1, 1993. Therefore, the occupational category definitions have been deleted from the classification standards.

GROUP DEFINITION

For occupational group allocation, it is recommended that you use the [Occupational Group Definition Maps](#), which provide the 1999 group definition and their corresponding inclusion and exclusion statements. The maps explicitly link the relevant parts of the overall 1999 occupational group definition to each classification standard.

RATING SCALES

ADMINISTRATIVE SERVICES GROUP

FACTOR WEIGHTS

KNOWLEDGE	350
DECISION MAKING	350
RESPONSIBILITY FOR CONTACTS	130
SUPERVISION	170
	<hr/>
	1,000

KNOWLEDGE

This factor is used to measure the amount of experience and education required to undertake the duties of the position, and the requirement for continuing study.

Definitions

"Experience" refers to the minimum length of time an employee requires, under optimum conditions, to acquire the administrative knowledge and skill needed to carry out the duties of the position.

"Education" refers to the level of academic or other formal training required to provide the basis for the development of the skill and knowledge needed in the position.

"Continuing study" refers to the requirement for maintaining a knowledge of trends and developments in one or more fields related to the duties of the position.

Notes to Raters

For purposes of this standard the time needed to acquire clerical or other skills and working knowledge of the regulations and directives and the time needed to demonstrate the capacity to perform administrative work is not to be considered in the evaluation of the Experience element of the Knowledge factor.

In tentatively selecting the degree of the Experience element, consideration is to be given to the length of time needed to acquire specialized and general administrative knowledge required to carry out the duties. General administrative knowledge is gained through experience in such responsibilities as

1. formulating ideas and expressing them orally or in written form;
2. carrying out studies and preparing reports on specific aspects of existing or proposed departmental activities;
3. making critical analyses of methods and procedures with a view to recommending improvements;
4. planning programs of work to meet the requirements of agency activities;
5. performing advisory duties which require a knowledge of the objectives of the organization served and the measures evolved to achieve them;
6. supervising and directing staff.

The degrees of the Experience element assigned to the bench-mark positions have been established by ranking on the basis of such considerations as mentioned above. The degree of the Experience element tentatively selected is to be confirmed by direct comparison of the position being rated with the duties and specifications of the bench-mark positions.

The second degree of the Education element is to be assigned to positions where there is a clear requirement for specialized formal training beyond completion of secondary school education. Such training is provided by completion of two- to three-year courses in institutes of technology or of courses of similar length and difficulty in such fields as accounting, real estate appraisal, or hospital administration.

The third degree of the Education element is to be assigned when the duties of the position

1. require university graduation in a specialized field,

or

2. require understanding and appreciation of the principles and concepts of two or more specialized fields for which the knowledge is normally acquired through university training and which are directly associated with the duties performed,

or

3. require systematic study and analysis of complicated general problems and their solution by the application of specialized knowledge acquired through extensive post-secondary school study or training rather than through experience.

In positions with duties which meet conditions 2 and 3, the incumbents will not necessarily be university graduates.

KNOWLEDGE
MATING SCALE - EDUCATION AND EXPERIENCE

Experience Requirement and Degree	Education and Degree		
	Completion of Secondary School Education A	Completion of Secondary School Education plus Specialized Training B	University Graduation C
Up to and including 2 years 1	60 Administrator, Post Abroad, The Hague 41	97 Page	135 Page
Up to and including 4 years 2	87 Admin. Officer, Regional Office 28 Admin. Officer, Research Station 31 Administrator, Post Abroad, Tokyo 43 Chief of Records 55	124	162
Up to and including 6 years 3	114 Admin. Officer Canadian Pension Commission 25 Chief, Off. Serv. Sec., Tax. Head Office 52 Property Admin. Officer 67	151	189 Administrative Services Officer, Laboratory Hygiene 38
Up to and including 8 years 4	141 Chief, Purchasing and Office Services, Customs and Excise 57	178 Hospital Administrator 64	216 Administrative Services Officer Food and Drug Directorate 34
Up to and including 10 years 5	169	206	244 Chief Administrative Services, Department of Forestry 49
Up to and including 12 years 6	197 Accident Prevention And Compensation Director 21	234	272
More than 12 years 7	225 Assistant Director, Property and Bldg. Management 46	262	300

KNOWLEDGE

RATING SCALE - CONTINUING STUDY

Nature of Continuing Study, and Degree	Points	Bench-mark Position Descriptions	
<p>Work requires knowledge of statutes, regulations, policy and procedures related to the work performed, gained by continuing study of directives and manuals issued by departments and central agencies. 1</p>	<p>10</p>	<p>Admin. Officer, Can. Pension Commission Admin. Officer, Regional Office Admin. Serv. Officer, Laboratory of Hygiene Administrator, Post Abroad, Tokyo Chief Off. Serv. Sec., Taxation Head Office Property Admin. Officer</p>	<p>Page 25 28 38 43 52 67</p>
<p>Work requires knowledge of trends and developments in an administrative or technical specialty directly related to the duties performed, gained by continuing study of texts, journals and periodicals. 2</p>	<p>30</p>	<p>Admin. Serv. Officer, Food and Drug Dir. Chief of Records Hospital Administrator</p>	<p>34 55 64</p>
<p>Work requires development and maintenance of knowledge in depth in an administrative or technical specialty through broad-ranging, intensive study, OR knowledge of the nature and interrelationships of trends and developments in a number of fields through study of a wide variety of texts, journals and periodicals. 3</p>	<p>50</p>	<p>Accident Prevention and Compensation Director Assistant Director, Property and Building Management Chief, Administrative Services, Department of Forestry</p>	<p>21 46 49</p>

DECISION MAKING

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

Definitions

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

"Scope for decision making" refers to the freedom to make decisions. It is measured in terms of the judgement, initiative and discretion required to identify and resolve problems, the availability of direction, and the difficulty of determining the implications of possible courses of action.

"Impact of decisions" refers to the importance of the decisions in terms of the resources committed or affected, the effect on the efficiency with which external program are administered, and the significance of the precedents established.

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

"Program" refers to the plans of action that are developed and implemented by the organization to achieve its objectives.

Notes to Raters

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

1. The size and nature of the organization for which the administrative services are being provided.
2. The size and nature of the budget controlled or significantly affected.
3. The value and nature of the assets controlled or significantly affected.
4. The extent to which the incumbent is the effective recommending authority, which is usually related to the level of the position in the organization.

Administrative Services

5. The effect of the decision on individuals and groups outside the public service.
6. The nature of the administrative services performed.
7. The consequences of an error of judgement in making a decision or recommendation.

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

RATING SCALE - DECISION MAKING

	Scope for Decision Making, and Degree			
Impact Of Decisions, And Degree	Decisions require some judgement, initiative and discretion. Individual problems are solved by the selection of a course of action indicated by established methods and instructions. The implications of possible courses of action are usually apparent from precedents. Unusual problems are referred to superiors.	Decisions require a moderate degree of judgement, initiative and discretion, Problems are solved by selection of courses of action that may require some modification of established methods. The implications of possible courses of action may not be readily apparent. Direction is sought when the apparent solutions to problems are not within the intent of established practices.	Decisions require a significant degree of judgement, initiative and discretion. Problems are solved by modification of established methods or by devising new courses of action within the intent of established programs. The implications of possible courses of action are often difficult to determine, Recommendations are made to effect changes in programs.	Decisions require a high degree of judgement, initiative and discretion. Duties of the position require the development of solutions to diverse and interrelated problems. Substantial contributions are made to planning, developing and changing programs in response to recommendations, in anticipation of changing conditions or to achieve objectives established by superiors. Implications of actions taken or proposed are complex and often cannot be determined with certainty.
	A	B	C	D
Limited 1	70 Page Admin. Officer, Research Stn. 31 Administrator, Post Abroad, 41 The Hague	116 Page Administrator, Post Abroad, Tokyo 43	162 Page Admin. Officer, Canadian Pension Commission 25	208 Page
Moderate 2	117 Admin. Officer, Regional Office 28 Chief, Office Serv. Sec., Taxation Head Office 52	163 Admin. Serv. Officer, Lab. of Hygiene 38 Chief of Records 55 Chief, Purch. and Office Ser., Customs and Excise 57 Property Admin Off. 67	209	255 Accident Prevention and Compensation Director 21
Significant 3	164	210 Hospital Administrator 64	256 Admin. Services Officer, Food and Drug Directorate 34	302 Chief, Administrative Services, Dept. of Forestry 49
Major 4	211	257	303	350 Assistant Director, Property and Building Mgt. 46

RESPONSIBILITY FOR CONTACTS

This factor is used to measure the difficulty and importance of contacts that occur as an integral part of the work and the requirements imposed by these contacts to work and communicate with others in person, by telephone or in writing. The elements of the factor are the nature of contacts and the persons contacted.

Definitions

"Colleagues" refers to employees in the federal public service who are engaged in similar fields of work and who have no authority to control or affect the extent and scope of the department's programs.

"Associates" refers to persons with whom contacts are customarily established over long periods of time and in circumstances that develop an awareness of each other's requirements.

"Officials" refers to administrators or other persons with some degree of executive authority who are not associates.

Notes, to Raters

Only those contacts that are an integral part of the work and that result from the duties assigned or sanctioned by management are to be considered.

An officer of a department, another level of government, private organization or industry may be an associate or an official, depending on the circumstances under which the contacts occur.

If the duties of the position include contacts involving more than one combination of persons contacted and nature of contacts, the points for each degree are to be determined and the highest point value used.

Points are to be assigned for written contacts only if the duties of the position being rated include responsibility for signing letters or memoranda. Points will not be assigned if responsibility is limited to contacts by form or pattern letters.

RATING SCALE - RESPONSIBILITY FOR CONTACTS

Degree	Nature of Contacts, and Degree			
	A To give, obtain and exchange information requiring discussion, explanation and co-operation.	B To persuade and obtain assistance or agreement of others.	C To act as a representative of the department or agency at formal meetings where differences in interest may be expected, with authority to discuss problems and seek common ground on which to base solutions.	D To act as a representative of the department or agency in negotiating agreements of considerable significance, with authority to formulate programs within established objectives.
1	26 Page	52 Page Admin. Serv. Officer, Food & Drug Dir. 34 Chief of Record 55 Chief, Purch. & Off. Serv., Customs & Excise 57 Hospital Administrator 64	79 Page	106 Page
2	38 Administrative Officer, Regional Office 28	64 Administrative Officer, Research Station 31	91 Accident Prev. & Compensation Director 21 Asst. Director Property & Bldg. Management 46 Chief, Administrative Serv., Dept. of Forestry 49	111
3	50	76 Administrator, Post Abroad, The Hague 41 Administrator, Post Abroad, Tokyo 43 Property Admin. Officer 67	103	130

Degree	Persons Contacted
1	Such persons as employees in the same department, colleagues in other departments, sales representatives, and members of the general public.
2	Such persons as officials in other departments and agencies whose primary duties are not related to the provision of administrative services; officials in other departments or agencies who have authority to control or affect the extent and scope of the department's programs; and associates in other levels of government, other countries, private organizations or industry.
3	Officials of other levels of government, other countries, private organizations or industry.

SUPERVISION

This factor is used to measure the continuing responsibility that the incumbent of the position assumes for the work and guidance of other employees. The two elements of the factor are the numbers supervised and the level of employees supervised.

Definitions

"Level of employees supervised" refers to the highest level supervised.

"Numbers supervised" refers to the total number of employees for whom the incumbent of the position exercises supervisory responsibility directly or through subordinate supervisors.

Notes to Raters

A position whose incumbent does not have a continuing and substantive responsibility for the supervision of the work of others is not to be assigned points under this factor. Characteristically, "substantive responsibility" includes allocating staff to various work projects, proposing disciplinary action, informing staff of their strengths and weaknesses, proposing changes in the numbers and classification of positions, and ensuring that work standards are maintained.

Occasional supervision, such as that performed during absences of the supervisor on annual or sick leave, is not to be rated.

For the purpose of the standard, "numbers supervised" includes the total of the following:

1. The number of employees in the department or agency for whom the incumbent has continuous supervisory responsibility.
2. The number of man-years of work performed by casual, part-time and seasonal employees who are supervised by the incumbent.
3. The number of employees in the department or agency for whom the incumbent has responsibility for functional supervision.
4. The maximum number of employees usually supervised by the incumbent where the work is organized on a project basis and where the number supervised varies according to the requirements of each project.

Administrative Services

The term "functional supervision" applies to staff of units for which the incumbent of the position being evaluated

1. has authority to prescribe objectives or programs and the methods and procedures to be followed in carrying out a specialized function,

and

2. has responsibility for ensuring adherence to established programs, methods and procedures,

and

3. has authority to make effective recommendations on employment, promotions or transfers.

In 3 above, the term "has authority" refers to established practices that require senior officials to exercise significant influence on the employment, promotion or transfer of employees who are not under their direct supervision. It does not imply, however, authority to impose their views on line officers.

Employees at all levels are to be included in the numbers subject to functional supervision, although the third criterion may not apply to those at junior levels to the same degree as to more senior employees.

RATING SCALE - SUPERVISION

Level of Employees Supervised and Degree	Numbers Supervised and Degree						
	1 - 3 A	4 - 10 B	11 - 25 C	26 - 75 D	76 - 200 E	201 - 500 F	501 or over G
1	17	37	57	77	97	117	137
2	33	53	73	93	113	133	153
3	50	70	90	110	130	150	170

Level of Employees Supervised and Degree		Bench-mark Position Descriptions	<u>Page</u>
Supervises employees in the administrative support category. or junior employees in other categories.	1	Admin. Officer, Regional Office	28
		Admin. Officer, Research Station	31
		Administrator, Post Abroad, The Hague	41
		Chief, Off. Serv. Section, Taxation Head Office	52
		Chief of Records	55
		Hospital Administrator	64
Supervises intermediate employees in the administrative and foreign service, or other categories.	2	Acc. Prev. and Compensation Dir.	21
		Admin. Services Officer, Food and Drug Directorate	34
		Chief, Purchasing and Office Services, Customs and Excise	57
Supervises senior employees in the administrative and foreign service, or other categories.	3	Assistant Director, Property and Building Management	46
		Chief, Administrative Services, Dept. of Forestry	49

BENCH-MARK POSITION DESCRIPTION INDEX

In Alphabetical Order

<u>BENCH-MARK POSITION NO.</u>	<u>DESCRIPTIVE TITLE,</u>	<u>PAGE</u>
1	Accident Prevention and Compensation Director	21
2	Administrative Officer, Canadian Pension Commission	25
3	Administrative Officer, Regional Office	28
4	Administrative Officer, Research Station	31
5	Administrative Services Officer, Food and Drug Directorate	34
6	Administrative Services Officer, Laboratory of Hygiene	38
	Administrator, Post Abroad, The Hague	41
	Administrator, Post Abroad, Tokyo	43
8	Assistant Director, Property and Building Management	46
9	Chief, Administrative Services, Department of Forestry	49
10	Chief, Office Services Section, Taxation Head Office	52
11	Chief of Records	55
12	Chief, Purchasing and Office Services, Customs and Excise	57
13	Departmental Adviser, Bilingualism and Biculturalism Program	59
14	Hospital Administrator	64
15	Property Administration officer	67
16		

BENCH-MARK POSITION DESCRIPTION INDEX

In Ascending Order of Point Values

<u>DESCRIPTIVE TITLE</u>	<u>BENCH-MARK POSITION NO</u>	<u>TOTAL POINTS</u>	<u>PAGE</u>
Administrator, Post Abroad, The Hague	7	253	41
Administrative Officer, Research Station	4	268	31
Administrative Officer, Regional Office	3	349	28
Administrator, Post Abroad, Tokyo	8	366	43
Property Administration Officer	16	380	67
Chief, Office Services Section, Taxation Head Office	11	390	52
Administrative Officer, Canadian Pension Commission	2	395	25
Chief of Records	12	409	55
Administrative Services Officer, Laboratory of Hygiene	6	491	38
Chief, Purchasing and Office Services, Customs and Excise	13	499	57
Hospital Administrator	15	587	64
Accident Prevention and Compensation Director	1	666	21
Administrative Services Officer, Food and Drug Directorate	5	667	34
Departmental Adviser, Bilingualism and Biculturalism Program	14	718	59
Chief, Administrative Services, Department of Forestry	10	817	49
Assistant Director, Property and Building Management	9	886	46

BENCH-MARK POSITION DESCRIPTION,

Bench-mark Position Number: 1

Level:

Descriptive Title: ACCIDENT PREVENTION AND
COMPENSATION DIRECTOR

Point Rating: 666

Summary

Under the direction of an Assistant Deputy Minister, administers the program established to implement the provisions of the Government (Canada) Employees Compensation Act, the Merchant Seamen Compensation Act, and an accident prevention program for employees of the Federal Government; reviews the adequacy of financial and administrative arrangements with provincial workmen's compensation boards and consults with them on compensation awards, problems of coverage and conditions for claims; studies compensation practice and recommends and implements changes in federal legislation and programs; advises Federal Government officials, employees and employee organizations on federal and provincial compensation legislation and on accident prevention programs.

Duties% of Time

- Administers the workmen's compensation program for 230,000 public servants employed in Canada and other countries by performing the following duties:
 - informs employing agencies and employees of the benefits provided by the Act by planning, approving and distributing printed information and by providing advice to officials, employees and employee associations on coverage and the correct interpretation of federal and provincial legislation.
 - reviews financial and administrative arrangements and exchanges information with officials of the provincial compensation boards by discussion with the officials, by reviewing reports and accounts against precedent and the intent of the legislation, and by reviewing evidence and circumstances, in order to determine and recommend courses of action in the interest of employees and the government.
 - arranges and negotiates settlements or recommends further action to be taken in all complex third-party claims by examining the evidence and circumstances, by consulting with the appropriate legal authority, and by discussion with the persons involved.
 - develops and improves the employees compensation program by studying existing legislation and practices and by examining the legislation establishing government agencies and the conditions of employment, to recommend changes in legislation and to ensure the fullest coverage of employees of the Federal Government.

60

% of Time

- Administers the compensation plan for 2,400 Canadian merchant seamen employed by 40 companies
 - by determining whether a ship or shipping company is covered by the provisions of the Merchant Seamen Compensation Act,
 - by receiving applications for benefits under the Act as the secretary and technical executive serving the Merchant Seamen's Compensation Board,
 - by presenting reports to the Board of executive actions taken, 5
 - by organizing and presenting information and evidence to the Board for their judgement in more difficult or unusual cases, and
 - by recording Board decisions in these matters and communicating the information to claimants, the Treasury Board and other interested parties.

- Promotes accident prevention and job safety programs in the public service
 - by initiating investigations into unsafe work practices reported or indicated by accident report data and recommending remedial action to the responsible management officers,
 - by preparing and distributing accident prevention information, 15
 - by reviewing records of compensation board proceedings, and industrial safety engineering reports and papers,
 - by participating in committee work and consulting with specialist officers of other governments and industry, and
 - by distributing findings from statistical studies of accident data and trends.

- Supervises the activity of three officers and 17 clerical staff by establishing work objectives and procedures, by sample checking of work for quality and form, and by co-ordinating the work of specialist officers when working on problems of mutual interest. 10

- Performs other related administrative duties, such as writing articles, papers and reports, speaking to meetings and seminars, and attending national and international conferences. 10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a comprehensive knowledge of workmen's compensation laws in Canada and abroad and of accident prevention and safety programs and techniques; a knowledge of the organization of, and the nature and conditions of employment in, the Federal Government; a knowledge of accident investigation techniques and procedures; and a general knowledge of the causes and prevention of accidents and diseases.

A₆ 197

Degree Points

It also requires experience in developing and administering programs, in supervising staff, and in establishing and maintaining effective working relations at senior levels. This knowledge is normally acquired through completion of secondary schooling and 12 years of progressively more responsible experience in directly related work.

Knowledge - Continuing Study

The work requires the gathering and study of information on workmen's compensation and accident prevention obtained from such agencies as the International Labour Organization, the Department of National Health and Welfare, the Dominion Bureau of Statistics, and insurance companies. It requires the study of periodicals, reports, findings and recommendations issued by investigating agencies and claims adjudicating authorities, and of new legislation in the field of workmen's compensation promulgated by the provincial governments and the governments of other countries.

3 50

Decision Making

The majority of decisions pertain to coverage problems, claims settlement and agency assessments, and administrative cost arrangements requiring interpretative effort within an established framework of legislation, precedents and practice. On occasion, recommendations are made to change federal policy and legislation to reflect developments in the accident compensation and prevention field in Canada. Decisions and recommendations affect individuals in claims matters, government organizations in safety and accident costs, shipping companies' costs for accident compensation, and practices of provincial compensation boards in processing cases of federal employees. Recommendations are made to an Assistant Deputy Minister of the department.

D2 255

Contacts

There are frequent contacts with employees and senior officers in the federal public service to provide information and to promote the objectives of the branch. On occasion, there is a requirement to act as a representative of the department in reviewing and determining adequacy of financial arrangements and in resolving problems of coverage with provincial workmen's compensation boards. There are infrequent contacts with third parties in arranging settlements of claims.

C2 91

Administrative Services

Degree Points

Supervision

The work requires direction of two administrative officers and a solicitor at the intermediate level and 17 employees in the administrative support category.

C2 73

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers 2

Level:

Descriptive Titles ADMINISTRATIVE OFFICER,
CANADIAN PENSION COMMISSION

Point Ratings 395

Summary

Under the direction of the Chairman, Canadian Pension Commission, determines requirements of the Commission for support services and arranges for their provision by the Department of Veterans Affairs; adapts and implements administrative instructions issued by the department; advises unit heads on administrative problems; forecasts operational expenditure requirements and accounts for allotted funds; recommends and implements approved changes in organization, work methods and procedures; represents the Commission in the development of the department's general administrative regulations and methods; and performs miscellaneous administrative tasks for the Chairman.

Duties% of Time

- Determines the requirements of the Commission for support services in such areas as personnel, finance, registry, accommodations, procurements, statistical compilations and records, and organization and methods studies, by evaluating effectiveness of existing services by studying workload statistics and other reports, by inspecting head office and district units, and by forecasting the level of future activities, to ensure effective support for Commission operations. 30
- Arranges with service divisions of the department for the provision of support services, by discussing Commission requirements and, when required, by participating in the development of suitable modifications to established procedures. 20
- Implements approved support service programs and procedures concerning such matters as staff evaluation, classification, work measurement, and maintenance of records and statistics by providing explanations to unit heads in Ottawa and the field units and issuing directives, and by reviewing completed work for compliance with instructions. 15
- Forecasts and controls administrative expenditures by estimating financial requirements of head office and district units, by studying expenditure patterns with the Director of finance of the department, and by authorizing payment of accounts, by approving travel claims and by designating limitations on authority of field officers to pay travel and other claims. 15

Administrative Services

% of Time

- Studies problems in organization, position classification and work methods by reviewing reports of the Methods and Inspection Division of the department, by assembling and analyzing data on workload, by reviewing duties of positions in relation to classification standards, and by personal inspection of head office and district units; recommends changes in organization, establishment and classification, and presents approved recommendations to central agencies. 10
- Performs related duties, such as answering enquiries and conducting special studies on comparative pension benefits, and participates as a member of Commission and departmental selection boards. 10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of the legislation, policies and operational procedures associated with the Canadian Pension Commission and the Department of Veterans Affairs, and of the regulations and procedures pertaining to the administrative services rendered. It also requires an understanding of the requirements of the major central agencies of the Federal Government. It requires experience in analyzing work methods and procedures and in devising improvements. This knowledge and experience is normally acquired through completion of secondary school education and six years of administrative experience in the application of regulations and in the analysis, improvement and application of clerical work processes.

A3 114

Knowledge - Continuing Study

The work requires study of regulations and directives issued by the department and other organizations of the Federal Government.

1 1C

Decision Making

The work requires solving problems arising from the integration of administrative services provided by an external agency with the operational requirements of an autonomous organization consisting of small headquarters and dispersed field units supervised for the most part by medical officers. Most problems are solved by modifying administrative practices and procedures developed by the department and by developing, recommending and implementing new procedures pertaining to the application for and payment of pensions. The decisions and recommendations affect the quality of service given to the public in the

C1 162

	<u>Degree</u>	<u>Points</u>
processing of applications. Impact on the Commission itself influences the effectiveness of the administrative practices of an organization which employs a staff of 360. Recommendations are made to an officer at the Deputy Minister level.		

Contacts

Most contacts are with colleagues engaged in administrative work; they are for the purpose of exchanging information and frequently involve persuasion to accommodate needs peculiar to the Canadian Pension Commission. Infrequent contacts are made with commercial suppliers and with Canadian Legion Dominion Command to exchange information.	B ₁	52
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Supervision

The work requires supervision of 16 employees in the administrative support category.	C ₁	57
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BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers 3

Levels

Descriptive Titles ADMINISTRATIVE OFFICER,
REGIONAL OFFICE

Point Ratings 349

Summary

Under the general supervision of the Assistant Regional Director, Family Allowances and Old Age Security, administers the registry, transcribing, personnel and other services in the Toronto regional office; supervises work measurement and training programs for the regional office; and performs other related duties.

Duties

% of Time

- Administers the following services for the regional office and supervises a staff of 190 clerical employees:
 - registry services, which include mail and messenger services, by developing and implementing procedures to control movement of files within the regional office and the district treasury office, by assigning areas of responsibility to subordinate supervisors, by providing instructions on procedures and methods, by reviewing work measurement records, by assessing work performance of supervisors, and by forecasting the establishment required, to provide effective service to the operational units in the regional office.
 - transcribing and typing services, by issuing instructions and providing explanations of directives to the supervisor, by reviewing production records, by checking and revising form letters and by forecasting the establishment required, to provide effective service to regional operations.
 - personnel services to the regional office, by supervising the keeping of personnel records, by explaining personnel regulations to unit heads, by arranging promotional competitions and acting as a member of rating boards, by answering enquiries on personnel matters, by interviewing staff on personal problems, and by participating in the selection of staff.
 - other clerical services, such as providing information and assistance to applicants and persons receiving benefits, operating switchboards, writing letters to recover overpayments, reviewing suspended accounts, and arranging for translations. The services are administered by allocating staff to meet changes in workload, by explaining departmental directives on work methods and procedures, by reviewing samples of letters written, and by observing the behavior of staff in their relations with members of the public.

80

	<u>% of Time</u>
- Supervises the work measurement and training programs of the regional office by providing explanations and instructions to unit heads on methods and procedures, by reviewing production records, by recommending modifications in work measurement procedures, and by reporting training needs and arranging for staff training and instruction.	10
- Performs other related duties, such as writing reports on suspected fraud, making recommendations on the disposal of overpayment recovery cases, authorizing requests for stores and supplies, and arranging with the Department of Public Works for space required.	10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of administrative directives of the division, responsibilities of the operational units in the regional office, work measurement procedures of the division, and personnel regulations; a knowledge of the family allowance, old age security, family assistance and youth allowance legislation; and familiarity with the organization and responsibilities of the district treasury office. The work also requires experience in supervising a large clerical staff, applying work measurement standards and providing personnel services. This knowledge is normally acquired through completion of secondary school education and four years of administrative experience in related work.

A2 87

Knowledge - Continuing Study

The work requires the study of regulations, directives and manuals issued by the department and central agencies relating to the operation of administrative services.

1 10

Decision Making

The work is performed in accordance with established procedures, practices and written instructions. Judgement is required in assigning staff and allocating work to meet changes in workloads. Some modification of established procedures is required in revising form and pattern letters and changing methods of controlling file movement. Recommendations are made to modify methods of measuring work. The decisions and recommendations affect the operations and the public image of a regional office of 320 employees, most of whom are clerical. Recommendations are made to an administrative officer at the senior level.

A2 117

	<u>Degree</u>	<u>Points</u>
<u>Contacts</u>		
The work requires contacts with colleagues, members of the public, sales representatives and associates in the provincial government to obtain and provide information.	A ₂	38
<u>Supervision</u>		
The work requires the supervision of a staff of 190 employees in the administrative support category.	E1	97

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 4	Level:
Descriptive Title: ADMINISTRATIVE OFFICER, RESEARCH STATION	Point Rating: 268

Summary

Under the direction of the Station Director, administers the support services of the station, which include budget and accounts, purchasing, stores and accommodation, personnel documentation and records, typing and transcribing, building maintenance and equipment fabrication and repair; advises the Station Director and other senior staff on regulatory provisions and status of support programs; analyses local support services problems and develops and recommends solutions; performs related duties, which include initiation of reports and correspondence, contact with service and material suppliers, and employment of staff.

<u>Duties</u>	<u>%of Time</u>
- Administers the following services for a research station with a staff of 53 employees and an annual operating non-staff budget of \$230,000:	
<ul style="list-style-type: none"> - budgets and accounts, by supervising the recording of accounts and expenditures, compiling expenditure records, evaluating requests and documenting proposals, and examining and certifying expenditures, to submit budgets for proposed station activity in prescribed form and to ensure the propriety and accurate recording of expenditures in compliance with instructions. - purchasing, stores and accommodation, by supervising the documentation and recording of transactions, procuring materials and services by purchase up to \$500 or contract, evaluating sources of supply for local purchases, drafting office layouts and arranging communications, furnishings and supplies. - personnel services, by supervising the documentation and recording of transactions, collecting data and composing submissions affecting employees and positions, informing staff of the benefits and obligations of employment, recommending remedial actions and participating in the selection of non-professional employees for the station, to contribute to an effective, properly administered work force. - typing and transcribing, by estimating station requirements, establishing and reviewing quality and quantity of production and procedures, to provide effective service to station staff. 	65

Administrative Services

	% of Time
- building maintenance, by ensuring regular completion of cleaning and maintenance assignments established by practice or observed needs.	
- equipment fabrication and repair, by comparing fabrication and purchase costs, and capability and delivery factors, and reviewing reports of technical staff, to ensure adequacy of service.	
- Advises the Station Director and senior staff on regulatory requirements, support program status and general administrative problems by clarifying the intent of regulations, reporting financial positions and suggesting means of managing the budget to meet changing priorities, and reporting and suggesting improvements in the integration of research and administrative activities.	10
- Analyses local support services problems by reviewing methods, evaluating quality and cost of contracted service, and considering shortcomings expressed by station staff, to recommend changes to improve service or reduce cost.	10
- Performs related duties such as correspondence and report writing, certifying documents and accounts, clarifying data and resolving problems with subordinate staff, and contacting suppliers of service and material.	15

Specifications

Degree Points

Knowledge - Education and Experience

The work requires knowledge of the various activities of the station and of legislation, regulations, procedures and departmental practice pertaining to budgeting, expenditures and financial records, personnel transactions, purchasing, supply and custody of materials, accommodation and furnishings, and other support services. It requires experience in instructing and supervising a small clerical and operational staff and in presenting oral and written material, and some experience in identifying problems peculiar to the research station and in developing solutions which improve service or conserve funds. This knowledge is normally acquired through completion of secondary schooling and four years of general administrative experience, including experience in applying regulations.

A2 87

Knowledge - Continuing Study

The work requires study of changes in regulations, procedures and departmental practice applying to the services rendered.

1 10

Degree PointsDecision Making

The work requires the selection and application of regulations, directives and other instructions to particular cases. Initiative and judgement are exercised in applying departmental practices to facilitate station operations, in deciding or recommending on the type of equipment or service on the basis of suitability, cost and availability, and in projecting expenditure estimates based on usage rates and current price trends. Recommendations are made to the Station Director when support service priorities have to be established among research sections and invariably when authority rests at a more senior level. The decisions and recommendations relate to the provision of a support service for a regional research station with an establishment of approximately 55 employees, of whom 45 are scientific and technical. Recommendations are made to the scientist who is the station director.

A1 70

Contacts

The work requires contact with scientists and other employees of the research station and colleagues to exchange information and achieve co-operation. There is also contact with university administrative officers who represent the university in its landlord relationship to the research station. Such contacts mainly require the exchange of information and co-operation, but also require persuasion to obtain favourable terms of supply.

B₂ 64Supervision

The work requires the supervision of nine employees in the administrative support and operational categories.

B₁ 37

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level:

Descriptive Title: ADMINISTRATIVE SERVICES OFFICER,
FOOD AND DRUG DIRECTORATE

Point Rating: 667

Summary

Under the direction of the Director, advises senior research and regulatory staff on administrative matters and ensures the provision of all support services to the Food and Drug Directorate, which tests and controls the safety, purity and quality of food and drugs and their registration, labeling and advertising, and exercises control over the importation, manufacture and sale of narcotics. Support services include budget control and the forecasting of future financial requirements; allocation of accommodation and maintenance of buildings and equipment; a storage and retrieval system for scientific records and regulatory decisions; clerical, stenographic, registry and similar office services; and the drafting and distributing of amendments to food and drug regulations.

Duties

% of Time

- Advises the director and senior research and regulatory staff of the Food and Drug Directorate on the administrative implications of new or changed policies, programs and procedures as they affect manpower, financial and accommodation requirements, by compiling statistical and narrative reports and forecasts in conjunction with the scientific and operating staff, and by presenting and explaining such reports to senior directorate or departmental committees. 25
- Controls the approved budget of approximately \$1 million (exclusive of salaries and capital expenditures) by maintaining and developing systems for recording and reporting on expenditures; supervises the compilation and issue of periodic reports on expenditures and the transfer of funds between allotments; analyses financial trends and discusses requirements with scientific and operating staff in order to forecast and compile estimates in final form for departmental approval; authorizes expenditures and approves accounts. 20
- Determines requirements for changes or additions to laboratory and office space by discussions with scientific and operating staff and by initiating studies to determine future requirements in accordance with anticipated changes to workload or program; writes submissions to Treasury Board and Department of Public Works to justify or to detail changes in buildings and accommodation; ensures, by issuing appropriate instructions, that support staff provide the continuing maintenance and repair of existing buildings and equipment, from their own resources or by arrangement with other repair agencies. 20

	<u>% of Time</u>
- Develops and maintains, with the assistance of a subordinate supervisor, a complex system for the recording and retrieval of scientific information, technical data, rulings and decisions which have regulatory implications over the manufacture, labeling, advertising and sale of foods and drugs, by discussing requirements with scientific and enforcement officers, by considering ways and means of producing answers quickly, and by studying the results of feasibility studies for the application of new techniques and use of automated equipment.	10
- Provides general supervision to staff of clerical, stenographic, registry and similar office services, as well as to employees ordering and maintaining stocks of scientific supplies, by reviewing work activities, investigating complaints, ensuring that established control systems are being followed, and issuing directives or instructions to effect improvements in services.	10
- Drafts schedules of amendments to food and drug regulations after reviewing proposed changes with departmental officers and Privy Council legal advisers to ensure their scientific and legal accuracy; serves as secretary to technical and scientific meetings by recording minutes and taking follow-up action in matters which will affect administrative services; serves as a member of personnel appraisal and selection boards; and performs other duties related to the provision of administrative services to the Food and Drug Directorate.	15

Specifications

Degree Points

Knowledge - Education and Experience

The work requires good knowledge of departmental and central agency regulations, directives and procedures in such areas as financial control, building maintenance and accommodation, and personnel; detailed knowledge of the acts and regulations administered by the Food and Drug Directorate and experience in drafting changes to them; sufficient knowledge of the scientific and technical inspection programs being carried out to discuss requirements of operating staff; and knowledge of scientific information storage and retrieval systems. The work also requires experience in forecasting and planning administrative requirements in such areas as manpower, equipment, accommodation and finance in response to anticipated changes or expansions in operational programs; in organizing senior staff meetings and acting as secretary; and in developing and maintaining co-operative relationships with scientific

C₄ 216

Degree Points

staff. This knowledge is normally acquired through university graduation in science and eight years of progressively more responsible administrative experience in a technical or scientific organization.

Knowledge - Continuing Study

The work requires the study of reports and other publications concerning administrative practice. It also requires continuing study of periodicals and other publications to maintain knowledge of trends and developments in scientific information, storage and retrieval systems.

2 30

Decision Making

Decisions are made in such areas as allocation of office and laboratory space, approval of purchases and accounts, and transfer of funds between allotments. Decisions and recommendations are also made on methods of recording and retrieving scientific data, including the determination of the types of equipment to be used. Studies are conducted and reports prepared defining the administrative processes required in connection with the implementation of legislation and scientific programs and the enforcement of regulations. The decisions and recommendations relate to the provision of a support service for an expanding scientific and regulatory organization with an establishment of approximately 700 employees, of whom 415 are professional, located in Ottawa and in five regions across Canada. Recommendations are made to a scientist at the Assistant Deputy Minister level.

C3 256

Contacts

Contacts are frequent with scientists, technical staff and other employees in the directorate and the department to discuss their requirements, to exchange information and to obtain their assistance and agreement on administrative matters. Contacts are also frequent with officials of other departments and agencies, such as Public Works, Treasury Board, Agriculture and Fisheries, to discuss administrative problems, and with representatives of private companies to discuss goods and services being supplied.

B₁ 52

Degree Points

Supervision

The work requires the supervision of 50 employees in the administrative and foreign service, technical, and administrative support categories through subordinate supervisors at the intermediate and junior levels. The work also requires the functional supervision of 50 employees in the administrative support category in the regional offices; this includes prescribing and ensuring adherence to administrative methods and procedures and making recommendations concerning levels and use of personnel.

E₂ 113

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 6

Level:

Descriptive Title: ADMINISTRATIVE SERVICES OFFICER,
LABORATORY OF HYGIENE

Point Rating: 491

Summary

Under direction of the Chief of the Laboratory of Hygiene, administers the support services of the laboratory, which include workshops, stores, building cleaning and maintenance, animal breeding and office services; ensures proper care and use of buildings, vehicles and other facilities; co-ordinates and compiles the annual estimates and reviews rates of expenditures; directs and supervises staff; and provides other administrative support services to scientific staff.

Duties

% of Time

- Ensures that the scientific staff of the laboratory are provided with the facilities and materials necessary for their work by organizing, directing and co-ordinating the work of the support services which include an animal breeding unit, a test animal unit, workshops, building and equipment maintenance, cleaning services for four buildings, stores, a media preparation unit, transportation services, a wash-up unit and clerical and stenographic services) by determining the requirements of the scientific staff and making the necessary arrangements to provide the particular services; by determining if the units can supply the required service and, when necessary, arranging for the service to be done by contract; and by developing and implementing appropriate records and control systems in order to facilitate budgetary management. 50
- Ensures proper care, maintenance and use of buildings and vehicles, including mobile laboratories
 - by arranging for repairs or alterations, either by own staff, through the Department of Public Works or by private agencies,
 - by requisitioning parts and replacement items as required,
 - by developing safety procedures to be followed by the cleaning and maintenance staff in laboratories where disease viruses are being used,
 - by ensuring that buildings and mobile laboratories meet fire and safety regulations, and 15
 - by planning and recommending procedures to be followed in the event of an emergency.
- Co-ordinates and compiles the estimates for the laboratory and ensures that expenditures for each scientific section represent a proper distribution of laboratory funds by requesting the heads of scientific sections and support units to outline and substantiate their requirements for the coming fiscal year; by participating with the Chief of the laboratory of Hygiene and senior 10

% of Time

scientific staff in deciding what requests are to be included in the submission to the department; and by authorizing expenditures and reporting monthly to heads of scientific sections on their expenditures and, if necessary, explaining why certain requests were not approved.

- Directs and supervises staff by assigning areas of responsibility and specific projects; by inspecting work in progress and work control records and reports; by discussing work performance of staff with subordinate supervisors; by investigating complaints about the support services and, when required, taking corrective action and recommending disciplinary measures; and by developing potential supervisors through rotation of assignments. 10

- Performs other related duties, such as attending staff meetings to advise and report on support services and to record minutes; writing material for annual reports, program reviews, financial statements, summaries of expenditures, and requests for reclassification and promotion; counseling junior staff; participating as a member of selection and promotional boards for clerical, technical and junior professional employees; acting as both the security and the emergency measures planning officer for the laboratory; and representing the laboratory on business and administrative matters with officials of the federal public service and of private organizations. 15

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of governmental administrative practices, procedures and regulations in the fields of requisitioning and supply, expenditure control, building maintenance and personnel; and a knowledge of the scientific programs being carried out in the laboratory sufficient to discuss the scientists' needs, layout of facilities, and purchase of equipment, and to participate in the selection of technical and junior professional staff. It also requires experience in the direction and co-ordination of clerical, technical and operational staff working in support of scientific programs and some experience in working in a scientific laboratory as a professional employee. This knowledge is normally acquired through university graduation in science and six years of administrative experience in a scientific organization, including some experience as a professional laboratory employee.

C₃ 189

	Degree,	Points
<u>Knowledge - Continuing Study</u>		
The work requires the study of regulations, procedures and directives issued by the department and the central agencies and of pamphlets, articles and promotional material related to the operations of support services.	1	10
<u>Decision Making</u>		
In view of the special needs of the laboratory there is a requirement to make some modifications to established methods in such areas as cleaning services, building maintenance, and breeding and supply of animals. There is also a requirement to make recommendations on the design and alteration of buildings, the purchase of certain items of laboratory equipment, and on personnel matters such as classifications, promotions and discipline. The decisions and recommendations relate to the provision of support services, which include functions not normally associated with administrative services, for a scientific and laboratory organization located in the Ottawa area. The laboratory has an establishment of approximately 170 employees of which 60 are professional. Recommendations are made to a scientist in charge of the laboratory who is at the level of chief of division.	B2	163
<u>Contacts</u>		
The work requires frequent contacts with senior scientific staff of the laboratory to discuss their requirements and to obtain their assistance and agreement in the initiation and day-to-day maintenance of administrative systems and practices. It also requires frequent contacts with officers of other departments and agencies and with persons supplying goods and services to the laboratory, and occasional contacts with officials of industry and provincial governments to provide and obtain information related to the administration of the laboratory.	B1	52
<u>Supervision</u>		
The work requires the supervision of 60 employees in the technical, operational, and administrative support categories, through three subordinate supervisors.	D1	77

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 7

Level:

Descriptive Title: ADMINISTRATOR, POST ABROAD,
THE HAGUE

Point Rating: 253

Summary

Under the general supervision of the Diplomatic Secretary, provides administrative services to the Canadian Embassy in The Hague; performs consular duties such as issuing passports, taking declarations, and assisting distressed Canadians; compiles information on local salaries and living costs; and performs other related duties.

Duties

% of Time

- Provides administrative services to the Canadian Embassy in The Hague
 - by supervising locally engaged clerical staff who provide bookkeeping, stenographic and receptionist services for the embassy,
 - by overseeing the upkeep of the buildings, furnishings and grounds of the official residence of the Canadian Ambassador and of the Chancery, which includes arranging for repairs and maintenance by locally engaged staff and contractors, keeping books of accounts and paying bills, reporting to headquarters on work done and money spent, and estimating the annual budget for repairs and maintenance, and
 - by keeping an inventory of furnishings and equipment of the official residence, the Chancery and staff flats.

65

- Performs consular duties
 - by interviewing callers,
 - by reviewing, issuing and amending passports,
 - by issuing certificates of identity and diplomatic and courtesy visas,
 - by arranging emergency relief, repatriation and other assistance for distressed Canadians, and
 - by completing documents and approving correspondence related to Canadian merchant shipping and seamen.

25

- Performs other related duties, such as compiling information on local salaries and living costs, recommending number and classification of locally engaged staff, and submitting reports on consular activities.

10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of the department's practices and procedures in property maintenance, inventory control,

Administrative Services

	<u>Degree</u>	<u>Points</u>
bookkeeping, consular support activities, employment of locally engaged staff and clearing of merchant shipping, and a knowledge of the relevant provisions of the Canadian Citizenship Act and the Canada Shipping Act. It also requires experience in supervising a small clerical and maintenance staff, in compiling reports and returns, and in meeting the public and foreign government officials. This knowledge is normally acquired through completion of secondary school education and two years' administrative experience in related work.	A ₁	60
<u>Knowledge - Continuing Study</u>		
The work requires the study of departmental directives governing property maintenance, consular and shipping activities, and keeping up to date on local conditions which would affect Canadian nationals residing or traveling in the country.	1	10
<u>Decision Making</u>		
Decisions and recommendations related to the upkeep of embassy properties and to consular matters are made in accordance with directives, precedents and established practices. The decisions and recommendations affect the physical condition and appearance of the official residence of the ambassador and the Chancery, which are valued at approximately \$1,250,000. They also affect the working conditions of the embassy staff of 37 employees, the affairs of individual Canadians in The Netherlands, and to some extent the embassy's public image.	A ₁	70
<u>Contacts</u>		
The work requires contacts with firms doing business with the embassy to discuss the requirements of the embassy and amounts charged. Contacts are also made with other embassies and The Netherlands Foreign Ministry to give or obtain information, usually on procedural matters. There are occasional contacts with officials of local government and with business and shipping firms to obtain assistance for distressed Canadians.	B ₃	76
<u>Supervision</u>		
The work includes the supervision of nine locally engaged employees in the administrative support and operational categories.	B ₁	37

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers: 8

Level:

Descriptive Title: ADMINISTRATOR,
POST ABROAD, TOKYO

Point Rating: 366

Summary

Under the general supervision of the head of the Chancery, administers the support services of the Canadian Embassy in Tokyo; supervises the operation of the consular section and performs consular duties; directs the security program; collects and compiles information related to living costs, school facilities and other matters; and performs related duties.

Duties

% of Time

- Administers the office services, building maintenance, accommodation, purchasing, inventory and personnel activities of the Canadian Embassy in Tokyo
 - by supervising clerical staff who provide the registry, bookkeeping, typing and receptionist services for the embassy,
 - by overseeing the upkeep of all embassy-owned and leased property, which includes determining the need for repairs and maintenance, arranging with the owner of leased property or his agent to undertake repairs under the terms of the lease, arranging for and letting contracts for repairs and maintenance, supervising the keeping of related books of accounts, preparing reports for headquarters on work done and money expended, and estimating the annual financial budget for repairs and maintenance,
 - by selecting housing for staff and office accommodation, which includes inspecting premises and evaluating the size, facilities and cost in relation to requirements, recommending departmental acceptance of premises meeting these requirements, arranging leases-with owners or agents according to departmental practices and modifying these to meet local conditions and customs,
 - by determining the requirements for supplies and equipment and approving their purchase locally, and by explaining the need and recommending purchase by head quarters of supplies and equipment not available locally,
 - by maintaining an inventory control of furnishings and equipment of the embassy and staff residences, and
 - by interviewing and hiring employees for the embassy's clerical and maintenance staff.

- Supervises the operation of the consular section and performs consular duties

55

Administrative Services

% of Time

- by instructing the staff and ensuring that the work of subordinate clerks is performed in accordance with accepted practices,
 - by supervising the issuance of passports, visas and pension payments,
 - by administering oaths, authenticating documents and taking affidavits,
 - by conducting interviews with prospective immigrants to determine their suitability, and
 - by arranging emergency relief, repatriation and other assistance for distressed Canadians.
- 35
- Directs the security program of the embassy according to the security rules and regulations, by drafting and issuing standard orders, by regularly inspecting the premises and evaluating embassy practices, by reporting to the Head of Post, the regional security officer and headquarters on actions taken and undesirable practices identified.
- 5
- Collects and compiles information related to the cost of living, local staff salaries, school facilities and living conditions by exchanging information with officers of other missions and by personal observation.
- 5

Specifications

Degree

Points

Knowledge - Education and Experience

The work requires a good knowledge of the department's practices and procedures in property custody and maintenance, inventory control, bookkeeping, consular support activities, employment of locally engaged staff, and security; and knowledge of the relevant provision of such legislation as the Citizenship, Immigration, Civil Service and Merchant Shipping Acts and Regulations. It also requires experience in supervising staff, in preparing reports, and in meeting the public and foreign government officials. This knowledge is normally acquired through completion of secondary school education and four years' administrative experience in related work.

A₂

87

Knowledge - Continuing Study

The work requires the study of departmental directives governing property, custody and maintenance, consular and immigration activities and keeping up to date on local conditions which could affect Canadian residing or traveling in the country.

1

10

	<u>Degree</u>	<u>Points</u>
<u>Decision Making</u>		
<p>Most decisions and recommendations are made by reference to directives or according to established practice. However, because of local conditions and customs, some modifications of established methods are required, particularly in the letting of contracts, arranging for housing and in matters concerning locally engaged staff. The decisions and recommendations affect the appearance and condition of a building valued at approximately \$1,130,000, and rented accommodations and equipment and furnishings valued at approximately \$215,000. Decisions and recommendations also affect the efficiency with which the embassy staff of 75 employees perform their duties, the affairs of individual Canadians in Japan, and to some extent the embassy's public image. Recommendations are made to a senior foreign service officer at the post.</p>	B ₁	116
 <u>Contacts</u>		
<p>There are daily contacts with members of the embassy and frequent contacts with officials of other Canadian government departments in Japan to give or obtain information. There are occasional contacts with Japanese officials to persuade them to assist distressed Canadian citizens.</p>	B ₃	76
 <u>Supervision</u>		
<p>The work includes the supervision of 29 junior civil servants and locally engaged employees in the operational, technical, and administrative support categories.</p>	D ₁	77

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 9

Level:

Descriptive Title: ASSISTANT DIRECTOR,
PROPERTY AND BUILDING MANAGEMENT

Point Rating: 886

Summary

Under the general direction of the Director, assists in the administration of the Property and Building Management Branch, which provides and maintains accommodation for government departments in Canada and abroad (exclusive of military camps, airports, schools and certain special purpose buildings); co-ordinates and directs the daily activities of the Accommodation and Operations Divisions; plans and organizes special projects; acts as a member of interdepartmental committees; writes and reviews correspondence for the Minister and other senior officials, and performs related administrative duties.

Duties

% of Time

- Co-ordinates and directs the activities of the Accommodation Division (which determines the need, standards and type of accommodation to be provided) and the Operations Division (which takes over and operates Crown-owned buildings on completion or purchase)
 - by developing or directing the development of accommodation and work standards, and control systems and procedures in such areas as cost accounting, preventive maintenance and information reporting,
 - by investigating, and deciding or recommending, in difficult cases, whether accommodation should be leased or built,
 - by reviewing project progress reports to determine whether estimated completion dates of construction are in accordance with expiry dates of accommodation leases, and by taking appropriate action to accelerate progress if necessary, and
 - by approving the award of maintenance contracts over \$3,000, and by deciding or recommending the action to be taken on contracts where the bid is considerably higher than the estimate.

- Plans and organizes special or emergency accommodation projects, such as arranging the optimum amount of construction in the winter season or the major re-allocation of accommodation following the closing of a military base, by determining priorities and needs for additional space in consultation with other departments, by investigating alternate use of buildings, and by directing the redeployment of maintenance staff.

- Represents the branch or department on inter-departmental committees, such as those concerned with northern housing, the

50

25

	<u>% of Time</u>
use of Parliament Hill, winter works and program review, by explaining the proposed programs and the viewpoints of the branch, and by endeavouring to reach agreement on such problems as priorities for accommodation, schedules for maintenance, and timing and extent of alterations.	10
- Establishes the need for additional branch staff by reviewing and analyzing proposed programs and existing capacity, by discussing requirements with district managers and division chiefs, and by explaining requirements and justifying the need for additions at central agency review meetings.	5
- Assists the Director in all aspects of branch administration <ul style="list-style-type: none"> - by compiling, reviewing and submitting branch estimates, - by writing, reviewing or signing correspondence on behalf of the Minister, Deputy Minister and other senior officials, - by arranging ceremonies and accommodation for visiting dignitaries, - by reviewing programs and objectives and providing progress reports at Deputy Minister's staff meetings, - by assisting management consultants and others in review of the branch organization, - by reviewing recommendations for disciplinary action and deciding the action to be taken by the branch, - by serving on selection and rating boards, and - by acting for the Director in his absence. 	10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of the field of property management, including acquisition, leasing and operation, and of related government policies, regulations and procedures concerning contracts, leasing of property, and financial management. It also requires a knowledge of accommodation appraisal, construction methods and finance, commercial law and cost control. The work requires experience in the management of property, in the supervision and control of large numbers of staff, in working on senior committees, and in analyzing, planning and controlling major projects. This knowledge is normally acquired through completion of secondary schooling and more than 12 years of progressively more complex and responsible experience in property management and government administration.

A7 225

Knowledge - Continuing Study

The work requires developing and maintaining a thorough knowledge

Degree Points

of property management principles and practices, in order to provide authoritative information, guidance or direction to officers in the department or in the departments serviced. This knowledge is acquired by continuing study of books, journals and reports in the field of property management.

3 50

Decision Making

The work requires making decisions and recommendations on the standards and types of accommodation to be provided, on whether to build or lease accommodation, and on ways of handling special or emergency accommodation problems. Work also includes review and branch approval of leases, contract awards, and financial and personnel estimates. In conjunction with senior officials of other departments at formal meetings, decisions are made on the accommodation and construction programs for government departments within the jurisdiction of the branch. There is an occasional need to assume full responsibility for the branch in the absence of the Director. The daily work includes direction of the Accommodation Division, which administers some 1,600 buildings valued at \$700 million and 1,300 leases valued at \$11 million annually, and of the Operations Division, which fills some 10,000 work orders annually for maintenance projects on federal buildings. The branch has an annual budget of about \$60 million and a work force of approximately 7,000 people in all occupational categories, located throughout Canada. The operation of the branch affects working conditions in public service offices in Canada and abroad.

D₄ 350

Contacts

Contacts are frequent with senior employees of other branches, with colleagues in other departments, with contractors and with businessmen to exchange information on accommodation problems. There is also a need to represent the department on interdepartmental committees at which agreements are reached on such problems as priorities for accommodation, the scheduling of maintenance projects, and the timing and extent of alterations and repairs.

C₂ 91

Supervision

As Assistant Director, shares the responsibility for directing some 7,000 members of the branch staff in all occupational categories across Canada, and provides immediate direction to senior administrative division chiefs at headquarters.

G₃ 170

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 10

Level:

Descriptive Title: CHIEF, ADMINISTRATIVE SERVICES,
DEPARTMENT OF FORESTRY

Point Rating: 817

Summary

Under the general direction of the Deputy Minister, administers the Budgets and Accounts, Property Management, Purchasing and Stores, and Records sections of the department; develops, recommends and implements long-range financial and administrative plans and procedures to contribute to the effective management of the department; advises the Deputy Minister and other senior officers on administrative matters and on the administrative implications of new or changing programs; supervises staff; and performs related administrative duties.

Duties

% of Time

- Administers departmental support services, including estimates, budgets and accounts, construction, maintenance, purchasing and stores, and records management
 - by directing and co-ordinating the work of four sections,
 - by establishing levels of responsibility,
 - by delegating authority,
 - by setting objectives and reviewing exceptions,
 - by obtaining the co-operation of senior officers of the department and representatives of the Treasury Board,
 - by reviewing the work performance of staff, and
 - by providing guidance and leadership to ensure effective assistance to the department in the conduct of its programs and statutory responsibilities.

35

- Plans, develops, recommends and implements long-term management procedures and practices in such fields as budgeting, program reporting and inventory controls
 - by identifying areas where improvements are needed,
 - by studying reports and publications in the field of management practices and assessing their applicability to departmental requirements,
 - by discussing proposals with officers who will be involved in the changes and obtaining their observations and co-operation,
 - by writing proposed plans of action and obtaining comments and criticisms from senior officers of the department,
 - by submitting recommendations to the Deputy Minister and, when approved, directing subordinate supervisors to put the procedures and practices into effect, and
 - by creating an atmosphere conducive to acceptance and success in order to institute management practices that aid senior officers in attaining the objectives of the department.

20

% of Time

- Advises the Deputy Minister and senior departmental officers on administrative matters and the administrative implications of new or changing programs by explaining central agency regulations and directives, by forecasting the impact of changes on existing resources, by suggesting alternative uses of resources, and by suggesting the timing and techniques to be followed in instituting programs in order to ensure efficient operation and adequate resource allocation. 15
- Supervises 38 employees organized in four sections, by evaluating work performance, assessing training needs, arranging for training, nominating staff for attendance at courses and recommending disciplinary action when required. 15
- Performs related administrative duties, such as reviewing for correctness and adequacy submissions to Treasury Board and documents and correspondence concerning contracts and similar arrangements, participating with other senior employees of the department in the development of programs, conducting special projects assigned by the Deputy Minister, advising regional directors on matters related to administration, and serving as planning officer for departmental emergency measures. 15

Specifications

Degree

Points

Knowledge - Education and Experience

The work requires a good knowledge of the diverse departmental objectives, the role of the department in relation to provincial and private forestry organizations, and developments in the field of management practices; a thorough knowledge of government administrative regulations and practices; and knowledge of the Forestry, Agriculture Rehabilitation and Development, and the Financial Administration Acts. It also requires considerable experience in directing and co-ordinating specialized functions, advising and obtaining the co-operation of seniors whose primary interests, training and experience are not related to administration, participating in the development of major programs as a specialist in administration, and representing an organization at formal meetings. The organizational setting requires continual working relations with senior scientific specialists and the supervision of professional staff. This knowledge is normally acquired through graduation from university and 10 years of progressively more complex and responsible administrative experience.

C₅

244

Knowledge - Continuing Study

The work requires the study of texts, reports and other publications concerning new concepts and developments in the fields of budgeting, property management and purchasing in order to advise senior staff of the department.

3

50

	<u>Degree</u>	<u>Points</u>
<u>Decision Making</u>		
The work requires providing advice and making recommendations on management policy and practices to the Deputy Minister and to senior officials. Recommendations are made on such matters as the introduction of a new vote structure, the introduction of the first phase of program budgeting, the development of inventory and stores policies, and the management of property and other resources. The recommendations relate to the coordination and control of financial and general administrative services, purchasing and stores, and property management for a department of approximately 1,600 employees and with an annual budget of \$60 million.	D ₃	302
<u>Contacts</u>		
The work requires contacts with colleagues to exchange information, with seniors in the department to persuade and convince them to adopt particular courses of action, and with associates in private organizations to exchange information. It also requires representing the department at meetings with officials of central agencies to resolve problems arising from differences in interests.	C ₂	91
<u>Supervision</u>		
The work requires direct supervision of 37 employees and functional supervision of approximately 80 employees in regional establishments, including senior professional staff, staff at the intermediate level in the administrative and foreign service category, and employees in the technical and administrative support categories.	E ₃	130

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 11

Level:

Descriptive Titles: CHIEF, OFFICE SERVICES SECTION,
TAXATION HEAD OFFICE

Point Rating: 390

Summary

Under the direction of the Director of the Administration Branch, administers the activities of the office Services section of the Taxation Division, which provides personnel, supply records, reproduction, stenography and typing services for the head office branches; supervises and trains staff; co-ordinates the activities of the section with those of the branch and other branches; directs and controls a variety of ancillary support activities; and performs related duties.

Duties

% of Time

- Administers the work of five support units - personnel, which provides clerical selection and placement and staff services for an organization of 550 employees; furniture, office supplies and equipment and matters associated with accommodation; reproduction and distribution; central registry; and stenography and typing
 - by ensuring that regulations and established procedures and practices are correctly applied,
 - by assigning areas of responsibility and providing instructions and guidance to unit supervisors,
 - by checking random samples of completed work, 40
 - by reviewing and analyzing production records of each unit and establishing work standards,
 - by estimating and recommending staff and physical resources needed to meet the anticipated requirements of client branches,
 - by investigating complaints and operations generally, and
 - by making changes required to ensure that the service meets the needs of the head office branches.

- Supervises, through five subordinate supervisors, a staff of 96
 - by allocating employees to units to meet changing workloads or training needs, and by discussing work performance, performance assessments and training needs with subordinate supervisors, 20
 - by arranging for participation in training programs,
 - by recommending promotions, classifications and disciplinary action, and
 - by participating in selection boards.

- Co-ordinates the activities of the units with those of user sections and branches by establishing work priorities, by scheduling assignments, and by discussing requirements with those requesting services. 20

	<u>% of Time</u>	
- Directs and controls a variety of support activities, such as parking, inter-office communications, building passes and internal security, by assigning responsibilities, issuing directives and providing guidance to ensure the proper application of regulations, procedures and practices.	10	
- Performs related duties, such as checking and reconciling inventory, records and reports, receiving and guiding visitors, and reporting on operations.	10	
 <u>Specifications</u>		<u>Degree</u> <u>Points</u>
<u>Knowledge - Education and Experience</u>		
The work requires a good knowledge of the operations and organization of the head office branches and of the regulations, procedures and practices associated with the work of the service units, and familiarity with district office organization and procedures. It also requires experience in supervising and co-ordinating the work of others and identifying and resolving operational problems related to workload variations and availability of resources. This knowledge is normally acquired by completion of secondary schooling and six years of general administrative experience related to the provision of support services.	A ₃	114
 <u>Knowledge - Continuing Study</u>		
The work requires the study of regulations, directives and manuals issued by the central agencies and the department.	1	10
 <u>Decision Making</u>		
The work is done in accordance with regulations, established procedures and practices. Judgement and discretion are exercised in assessing recommendations for personnel actions and in co-ordinating the work of five support units with the requirements of the head office branches. The decisions and recommendations affect the operation of an organization of 550 employees, comprising the directing staff and head quarters personnel of the functional branches of the Taxation Division. Recommendations are made to a senior administrative services officer of the division.	A ₂	117
 <u>Contacts</u>		
The work requires frequent contacts with departmental officers to exchange information related to the work of the service units, and to obtain their agreement in co-ordinating the work of the section with the service requirements of the branches. It also	B ₁	52

Degree Points

requires contacts with colleagues and representatives of firms supplying goods and services in order to exchange information.

Supervision

The work requires the direction and co-ordination of the work of five subordinate supervisors and 101 junior employees in the administrative and foreign service, administrative support and operational categories.

E₁

97

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 12

Level:

Descriptive Title: CHIEF OF RECORDS

Point Rating: 409

Summary

Under direction of the Assistant Chief, Administrative Services, supervises the staff and organizes the work of the departmental Central Registry; develops and establishes work and performance standards; ensures that registry services are carried out effectively and according to established procedures and practices; directs the installation and maintenance of uniform records systems in the district offices; makes recommendations for records disposal and on other technical aspects of the operation; supervises a small telex and teletype section; recommends training and rotation of staff to ensure uniform operation of district registries; and prepares correspondence regarding registry matters.

Duties

% of Time

- Supervises the operation of the departmental Central Registry
 - by developing and implementing improved methods and procedures,
 - by making recommendations concerning the organization of the registry,
 - by determining causes of complaints and taking corrective action,
 - by developing and implementing work and performance standards, and
 - by instructing and delegating authority and responsibility to subordinate supervisors in such activities as the receipt, classification and distribution of incoming mail, the dispatch of outgoing mail, the records storage and retrieval system, and the internal records distribution systems.

65

- Writes letters and memoranda on registry matters. 10
- Directs the installation and maintenance of uniform records systems in the district offices by making up appropriate indexes, files, and other guides and by having the system implemented by a Central Registry employee. 5

- Develops and makes recommendations on the departmental records disposal program to reduce the volume of records and thus conserve space and equipment, and directs the disposal action when approved. 5

- Directs the operation of a small communications section composed of telex and teletype, used by several departments located in the same building, by ensuring proper use of authorized procedures, maintenance of equipment, and provision of staff training. 5

% of Time

- Analyses staffing requirements and recommends staff changes, promotions and transfers; completes ratings and recommends disciplinary action; acts as a member of competition boards and interviews prospective employees; and conducts training of staff formally and by systematic rotation. 10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of records systems, registry organization, work and performance standards, general office procedures and supervisory techniques, and a knowledge of departmental organization, functions and programs. It also requires experience in supervising clerical staff, modifying records systems, and resolving complaints concerning services provided. This knowledge is normally acquired through completion of secondary schooling and four years' progressively responsible experience in directly related work.

A₂ 87

Knowledge - Continuing Study

The work requires continuing study of technical journals and periodicals concerned with the field of records management in order to keep up to date on new developments in equipment and techniques.

2 30

Decision Making

For the most part the work is performed in accordance with established procedures and practices. There is, however, a requirement to exercise judgement in anticipating the need for changes and in adapting and modifying records systems to meet changing requirements. The decisions and recommendations pertain to the recording, storing and retrieving of information which has an effect on the facility with which a department of 8,000 employees located in Ottawa and in district offices discharges its responsibility, and on the cost of providing such service. Recommendations are made to an officer at the intermediate administrative level.

B₂ 163

Contacts

The work requires contacts with departmental employees to exchange information and to obtain agreement on the installation of records systems. There is an occasional requirement to exchange information with colleagues.

B₁ 52

Supervision

The work requires the supervision of 72 employees in the administrative support category.

D₁ 77

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 13

Level:

Descriptive Title: CHIEF.PURCHASING A14D
 OFFICE SERVICES,
 CUSTOMS AND EXCISE

Point Rating: 499

Summary

Under direction of the Director General of Services, administers the office Services section of the Customs and Excise Division, which includes purchasing, publication and reproduction, departmental records, and transcribing units; reviews practices, procedures and methods, and implements or recommends changes; co-ordinates services provided by the section with those provided by other agencies; prepares section estimates and represents the division on interdepartmental committees.

Duties% of Time

- Directs the work of the section, which includes the purchase and distribution of office supplies, equipment and uniforms, the production of departmental directives and regulations, the classification, distribution and custody of division records, and the provision of transcribing and typing services, by investigating complaints, by developing new or revised procedures, and by issuing directives to the staff of the division. 30
- Plans and organizes the work of the section by determining requirements for the services provided, by evaluating the capacity of units to meet anticipated demands for services, and by determining the staff and facilities required to meet demands. 15
- Ensures effective use of services provided by issuing directives and instructions defining the procedures to be followed, and by discussion of specific problems with directors and branch heads. 15
- Supervises approximately 240 employees through five unit heads by reviewing individual performance evaluations, by ensuring implementation of training programs, by recommending disciplinary actions, by participating in establishment reviews, and by acting as a member of selection and classification committees. 25
- Performs other related duties, such as preparing estimates for the section, representing the division on inter departmental committees, discussing problems with representatives of central agencies, and conducting special studies for the Director General of Services. 15

<u>Specification</u>	<u>Degree</u>	<u>Points</u>
<p><u>Knowledge - Education and Experience,</u></p> <p>The work requires a thorough knowledge of the division and of the acts, regulations and administrative practices governing the services provided. The work also requires experience in organizing the work of a large staff, in directing the work of a number of support service units, in identifying operational problems, and in forecasting requirements arising out of changes in the programs and practices of branches serviced. This knowledge is normally acquired through successful completion of secondary school education and eight years of experience.</p>	A ₄	141
<p><u>Knowledge - Continuing Study</u></p> <p>The work requires the continuing study of acts and regulations and of directives issued by the division and central agencies governing purchasing and supply, publications, records management and other services.</p>	1	10
<p><u>Decision Making</u></p> <p>Decisions usually involve the selection of courses of action indicated by regulations or practices. Some modifications of practices must be made to meet new requirements arising out of changes in organization and programs or new requirements of central agencies. Decisions and recommendations affect the efficiency of administrative and purchasing services provided to a division employing a staff of approximately 8,000 at head office and in the field. Recommendations are made to a senior director of the division.</p>	B ₂	163
<p><u>Contacts</u></p> <p>The work requires contacts with departmental officers to exchange information and to achieve agreement on problems of mutual concern. It also requires contact with officers of central agencies in the Federal Government and with representatives of suppliers of office machines and equipment, to give and obtain information.</p>	B ₁	52
<p><u>Supervision</u></p> <p>The work requires the supervision of 238 junior and intermediate employees in the administrative and foreign service, administrative support and operational categories.</p>	F ₂	133

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 14

Level:

Descriptive Title: DEPARTMENTAL ADVISER,
BILINGUALISM AND BICULTURALISM PROGRAM

Point Rating: 718

Summary

Under the general direction of the Director, Personnel Administration, plans and develops the bilingualism and biculturalism program for the department, including a bicultural exchange program; administers departmental linguistic services; advises on the application of bilingualism policy to the department's personnel program, and performs other duties.

Duties% of Time

- Plans and develops the bilingualism program of a department having a staff of 10,750 located in Ottawa and throughout Canada, in order to implement the policy of enabling employees to work and provide services in each official language
 - by deriving and proposing objectives for the program consisting of establishing and assessing French language units, of proposing requirements for staff with particular language proficiency, of training employees in English and French, and of providing administrative and work instruments in both languages,
 - by drafting statements of program goals and directives for the deputy minister's signature,
 - by assessing departmental language training needs in conjunction with line managers and designing a training and retention program to meet the needs and supplement services provided to the department by the Language Bureau,
 - by estimating costs and benefits of program activities and recommending the annual and five-year budget,
 - by recommending, in collaboration with managers, establishment of French as the working language for specified organizational units,
 - by evaluating the units' effectiveness and recommending such measures to improve it as changing organizational structure and providing units with more services in French,
 - by keeping abreast of the public's consciousness of its language rights, especially in parts of the country that have a significant language minority,
 - by recommending special staffing and administrative action to senior management to meet predicted demands,
 - by initiating seminars and promoting the program's objectives with managers and employees in Ottawa and the regional offices, and

45

- by monitoring and reporting on the achievement of objectives and recommending corrective action, including shifting priorities for recruitment and training.
- Develops and implements a bicultural exchange program within the department in order to provide employees and their families with the opportunity of working and living in the second language and participating in the culture
 - by designing and recommending program objectives and means of implementing them,
 - by identifying candidates and families for transfer, in conjunction with managers,
 - by discussing with potential participants the advantages and problems of working and living in the new culture,
 - by establishing selection committees and advising them on such criteria for choosing participants as their adaptability to the new cultural milieu,
 - by planning transfers, including arranging language training, schooling of children and payment of related expenses,
 - by assessing the effectiveness of assignments from inter views with participants and supervisors, and
 - by recommending modifications to the program.
- Administers linguistic services for the department through a staff of six at headquarters and 28 language administrators in the field in order to support the effective and efficient use of both languages
 - by supervising and co-ordinating staff engaged in scheduling and conducting language training and aiding retention of language skills, arranging translation services, assessing language skills and requirements for them and maintaining current information and reporting on bilingualism in the department,
 - by establishing the objectives and methods used for language training in regional offices, approving work plans and assessing the work of 28 regional language administrators,
 - by establishing procedures for producing administrative and work instruments in English and French,
 - by co-ordinating surveys of departmental needs for translation of documents and technical glossaries and by ascertaining translation priorities,
 - by arranging for supplementary translation services with the Superintendent of the Translation Bureau,
 - by negotiating language training services from the Language Bureau or obtaining them on contract from outside the Public Service, depending on cost and other advantages to the department, and
 - by allocating resources, including a budget of \$500 thousand, to program activities.

% of Time

- Advises on the application of bilingualism policy to the departmental personnel program in order to ensure consistency between personnel actions and bilingualism policy
 - by collaborating with staffing officers in planning recruitment campaigns particularly in French colleges and universities,
 - by interpreting to staff and line officials language and employment legislation and policy,
 - by counseling management and personnel administrators on responses to complaints and grievances and on consultation with union representatives, and
 - by meeting with these representatives to gain their support for the bilingualism program in their districts.

- Performs such other duties as
 - representing the department with the Commissioner of Official Languages on the application of the Official Languages Act, and
 - advising officials of the Public Service Commission and the Treasury Board on the design of language course, tests and norms, and on bilingualism policy and legislation especially as they affect departmental programs.

10

5

Specifications

Degree

Points

Knowledge - Education and Experience

The work requires a good knowledge of departmental organization and program activities, and the nature and extent of the department's relationships with the public, to plan and develop the departmental bilingualism and biculturalism program; a thorough knowledge of bilingualism policy and legislation as well as related personnel and administrative practices; and a good knowledge of language training and testing principles and methods, as well as of the characteristics of the English and French culture in Canada. The work also requires experience in the development and co-ordination of a manpower planning and training program, including designing courses, establishing systems for monitoring and assessing program effectiveness, organizing and directing a staff, advising and gaining the co-operation of managers and other agencies, and promoting program goals through seminars, meetings, and written communications, in an organization which is physically and administratively decentralized. This knowledge is normally acquired through graduation from university in the arts or social sciences and progressively more responsible experience in administration and management.

C₅

244

Degree Points

Knowledge - Continuing Study

The work requires the study of texts, journals and periodicals to maintain knowledge and awareness of current developments, principles and methods in the fields of language training and testing, personnel management, and English and French culture, in order to advise senior management and central agencies on the development and implementation of the bilingualism program, and to foster understanding of each culture among employees.

3 50

Decision Making

The work requires making recommendations on establishing and achieving departmental policies and objectives for the bilingualism and biculturalism program; on the selection and effectiveness of measures to develop French as a working language, including the 15 French language units which have a staff of 1000, and on means of improving the effectiveness and acceptance of the units. Initiative and judgement are required in assessing and advising on the language requirements of organizational units located throughout Canada, comprised of professional, administrative and other employees and relating extensively to both the public and private organizations and enterprises. Initiative and judgement are also required in developing and directing a language training program, establishing systems and procedures for monitoring implementation of legislation and program goals in headquarters and the field, developing and modifying a bicultural exchange program and recommending to central agencies improvements to bilingualism policy and legislation. Decisions and recommendations affect the direction and implementation of the bilingualism and biculturalism program in headquarters and regional offices, and the allocation and utilization of resources of some \$500 thousand annually. Also affected are the acceptance and effectiveness of French as a working language, the effectiveness of departmental language training conducted by teachers on contracts costing about \$70 thousand a year, the costs in staff and services to support French language units, training and transfers of employees on bicultural exchanges, and the career development and acquisition of language skills among a staff of 10,750. The effectiveness of the program has an impact on delivery to the public of extensive services in both official languages. Recommendations are made to an officer at the senior executive level.

C₃ 256

Contacts

The work requires contacts with seniors in the department to gain their co-operation in developing and carrying out the bilingualism program, with officials of the Language and Translation Bureaus

	<u>Degree</u>	<u>Points</u>
at formal meetings to resolve problems in the design of courses and to negotiate the extent of training and translation services provided to the department, and with officials of the Public Service Commission and the Treasury Board to seek modifications in central policies and obtain resources necessary for the bilingualism program.	C ₂	91

Supervision

The work requires direct supervision of headquarters employees and functional supervision of language administrators in each regional office. This staff of 34 is classified in the junior levels of the administrative and foreign service category and the administrative support category.	D ₁	77
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BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 15

Level:

Descriptive Title: HOSPITAL ADMINISTRATOR

Point Rating: 587

Summary

Under direction of the Medical Superintendent, administers the non-medical support services of an 1,100-bed hospital, including heating and power, housekeeping, laundry and linen, stores, maintenance of buildings and grounds, and office services; prepares financial and staff estimates; establishes and maintains cooperative working relations with staff and welfare organizations; and performs related administrative duties.

Duties

% of Time

- Organizes and co-ordinates the work of a staff of 360 engaged in such activities as housekeeping; laundering; maintenance of grounds, buildings, equipment and facilities; operation and maintenance of heating, ventilating, refrigerating and emergency power plants; operation of the stores section, the telephone service and the elevators; preparation and maintenance of medical records; office services; fire prevention, and miscellaneous non-medical services connected with the personal needs of the patients; by determining the day-to day and long-term needs of the hospital; by developing, in conjunction with supervisors, plans and operating methods; by establishing work standards, scope, priority and scheduling of work projects; and by arranging for services of support agencies outside the hospital. 65
- Controls a pool of vacant positions, in all sections, by reviewing workload statistics, changes in day-to-day workload and long-term trends, by investigating changes and ensuring effective use of personnel permanently deployed, by examining and approving requests for overtime and the employment of casuals, and by authorizing the filling of vacant positions and their allocation as required. 5
- Prepares financial and staff establishment estimates by consulting with all department heads, by evaluating requests for non-medical staff and for equipment against departmental and hospital standards, and by making recommendations to the medical superintendent. 5
- Maintains co-operative relationships with representatives of veterans' associations, staff associations, hospital auxiliary, Canadian Red Cross, Canadian National Institute for the Blind, sick and visiting committees, patients and visitors by providing information and explaining hospital rules and procedures. 10

<u>Specifications</u>	<u>% of Time</u>	<u>Degree</u>	<u>Points</u>
<p>- Controls trust funds donated for the comfort and welfare of patients; and performs other related administrative duties, such as serving on committees, writing letters to officials of hospitals, veterans' organizations, government departments, former patients and next of kin, and organizing charitable campaigns, savings bond drives and sales.</p>	15		
<p><u>Knowledge - Education and Experience</u></p> <p>The work requires a good knowledge of the principles and practices of hospital administration as they are applied to the operation of a departmental hospital, and a working knowledge of the functions and responsibilities of all departments of the hospital. It requires a knowledge of departmental and central agency requirements and procedures concerning personnel and financial management, equipment and stores accounting, and of workmen's compensation and provincial government hospital insurance regulations. The work also requires experience in the management of personnel and material resources and in maintaining good relations with professional staff and the public. This knowledge is normally acquired through completion of secondary school education and a two-year course in hospital administration, and approximately seven years of related experience.</p>		B ₄	178
<p><u>Knowledge - Continuing Study</u></p> <p>The work requires the study of departmental regulations and instructions, personnel directives, workmen's compensation and provincial hospital insurance requirements. In addition, it requires the study of journals and texts in hospital administration.</p>		2	30
<p><u>Decision Making</u></p> <p>The work is performed in accordance with general departmental instructions and established practice. It requires modifications to general departmental instructions in order to meet the requirements of the specific institution, and changes in established practices to meet emergency and other special situations. There is a continuing requirement to exercise judgement and initiative in resolving operational problems associated with providing non-medical support services to a major departmental hospital. The decisions and recommendations affect the efficiency of the non-medical support services of a hospital with an establishment of approximately 1,300</p>		B ₃	210

employees. The efficiency with which the non-medical support services are performed affects the medical services, the morale of the patients, and the public image of the institution. Recommendations are made to a Medical Superintendent.

Degree Points

Contacts

The work requires contacts with heads of departments to obtain agreement on the co-ordination of non-medical facilities with the medical activities of the hospital. It also requires contacts with veterans' associations, staff associations, voluntary organizations, publicity media and the general public to maintain good relationships.

B₁ 52

Supervision

The work requires the direction of 362 employees, through 17 supervisors at the junior level.

F₁ 117

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 16

Level:

Descriptive Titles PROPERTY ADMINISTRATION OFFICER

Point Rating: 380

Summary

Under direction of the Supervisor of the Property, Buildings and Equipment section of the Property and Finance Division, analyses proposals and makes recommendations concerning building and property matters; keeps, develops and modifies a building and land inventory records system of departmental holdings; writes letters, reports and memoranda to obtain and provide information; drafts submissions to Treasury Board and reports to Privy Council in support of recommendations concerning departmental buildings and property; and performs related administrative duties.

Duties% of Time

- Analyses building construction and property proposals of operating branches of the department and of outside agencies by checking information for completeness, by determining its implications for approved programs, by investigating alternatives and by obtaining legal opinions, in order to recommend departmental courses of action on capital construction projects including installation of utilities, on building alterations and repairs, and on acquisition and disposal of property. 40
- Keeps a building and land inventory system of departmental holdings by developing and modifying, as required, procedures for the recording, storage and retrieval of valuations, descriptions, plans, maps and legal documents, and ensuring that the filing and "charge out" of this material are done in accordance with established procedure in order to provide an up-to-date record of the department's capital assets. 15
- Composes and signs correspondence to departmental officials and officials of other levels of government, railways, utilities and the general public to give and obtain information, to state the departmental position, and to arrange the details of real property transactions. 30
- Drafts submissions to Treasury Board and reports to Privy Council to obtain authorization to proceed with recommendations which have departmental approval, by collecting, compiling and presenting the substantiating details in accordance with established practice. 5
- Performs other related duties, such as reviewing and commenting on the department's long-term construction program, meeting with construction and property management officers of other departments and agencies, drafting correspondence for the Minister's and Deputy Minister's signature, supervising a 10

% of Time

junior employee, and participating as a member of departmental and inter-departmental committees concerned with construction and property management.

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of financial and administrative regulations and procedures related to construction and property management, such as Government Contract Regulations, Treasury Manual and the departmental Manual of Real Property Procedures; knowledge of general property management, property appraisal, construction methods, land surveying, and records and retrieval systems; and familiarity with the programs of the various branches. It also requires experience in property management and in writing detailed correspondence and reports. This knowledge is normally acquired through completion of secondary school education and six years of administrative experience related to property management.

A₃ 114

Knowledge - Continuing Study

The work requires the study of financial and administrative regulations and directives issued by the department and the central agencies concerned with buildings and property.

1 10

Decision Making

The work is performed in accordance with governmental instructions and real property management practice. Recommendations concerning some proposals require adaptation and modification of established practice. Judgement is required in determining the implications of proposals, in suggesting alternatives and in arranging the details of agreements. The decisions and recommendations affect the utilization of departmental property, the construction program, and the disposition of physical resources of a department with large land and property holdings in Ottawa and across Canada. Recommendations are made to an officer at the intermediate administrative level.

B₂ 163

Contacts

The work requires contact with seniors in the department and in other departments to obtain and provide information, and to obtain agreement to alternative proposals. It also requires contacts by letter and personal visits with officials of other levels of government, railroads, and utilities and with land

B₃ 76

	<u>Degree</u>	<u>Points</u>
surveyors and appraisers to exchange information and to arrange details of agreements.		
<u>Supervision</u>		
The work requires the supervision of one employee in the administrative support category.	A ₁	17

