



Treasury Board of Canada  
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**CLASSIFICATION STANDARD**

**GENERAL SERVICES GROUP**  
**(Inmate Training Rating Plan)**

**OPERATIONAL CATEGORY**





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## INTRODUCTION

This standard describes the rating plans to be used to evaluate positions allocated to the General Services Group. It consists of an introduction, definitions of the Operational Category, the occupational group and sub-groups, a basic point-rating plan for all positions in the group, a supervisory rating plan for all supervisory positions, an inmate training rating plan for Canadian Penitentiary Service positions in the group, element profile guides, and bench-mark position descriptions.

All positions in this group will be evaluated using the basic point-rating plan. Canadian Penitentiary Service positions that have a continuing responsibility to instruct, motivate and relate to inmates will also be evaluated using the inmate training rating plan. Supervisory positions will be allocated to the sub-group by reference to their non-supervisory duties, and will be evaluated using the basic point-rating plan, the supervisory rating plan, and where applicable the inmate training rating plan.

Point-rating is an analytical, quantitative method of determining the relative values 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 or element and assign point values to each degree. The total point value determined for each job is the sum of the point values assigned by the raters to the elements.

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 values of jobs.

### Sub-grouping

This occupational group is divided into seven sub-groups, which are defined in the standard.

### Factors

The combined factors do not necessarily 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 values of jobs.

Four factors are used in the basic plan, one factor is used in the supervisory plan, and one factor is used in the inmate training plan. Each factor is defined in terms of two or more related elements.

General Services

Point Values

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

In the basic plan the point values for the degrees of the elements of each factor increase arithmetically. With two exceptions, the minimum point value assigned to each element is one-fifth of the maximum. In the Hazards element of the Working Conditions factor the minimum point value is one-tenth of the maximum. In the Specific Vocational Training element of the Skill and Knowledge factor the minimum point value is one-twelfth of the maximum.

Degree Co-ordinates

The degree co-ordinates assigned in the supervisory plan reflect the nature of supervisory responsibility and the number of employees supervised. Those assigned in the inmate training plan reflect the nature of the training responsibility and the number of inmates trained.

Rating Plans

In the basic rating plan the following factors, element, weights and point values are used:

<u>Factor</u>	<u>Element</u>	Percentage of	Point Values	
		<u>Total Points</u>	<u>Minimum</u>	<u>Maximum</u>
Skill and Knowledge		50		
	Basic Knowledge		15	75
	Comprehension and Judgement		25	125
	Specific Vocational Training		25	300
Effort		20		
	Mental Effort		20	100
	Physical Effort		20	100
Responsibility		20		
	Resources or Services		25	125
	Safety of Others		15	75
Working Conditions		10		
	Environment		12	60
	Hazards		4	40
		-----		
		100		

In the supervisory rating plan, the following factor and elements are used:

<u>Factor</u>	<u>Element</u>
Supervision	Nature of Supervisory Responsibility Number of Employees Supervised

In the inmate training rating plan the following factor and elements are used

<u>Factor</u>	<u>Element</u>
Inmate Training	Nature of Training Responsibility Number of Inmates Trained

#### Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of elements. 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 elements as it appears in the position. The bench-mark positions have been evaluated, and the degree and, where applicable, the point value assigned to each element 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 rating plans and are used to ensure consistency in applying the rating scales.

#### Use of Standard

There are nine steps in the application of this 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. Allocation of the position to the sub-group is confirmed by reference to the sub-group definitions and to the bench-mark position descriptions.
3. The position description is studied to ensure understanding of the position as a whole and its relation to positions with similar duties and to positions above and below it in the organization.
4. The tentative degree of each element in the position being rated is determined by comparison with degree definitions in the rating scales. The Specific Vocational Training and the Resources or Services elements do not have degree definitions, and for these the tentative degree is determined by the comparative ranking of the position being rated with the bench-mark positions. For these two elements raters may use the Element Profile Guide as a check on the degree tentatively selected.

## General Services

5. The description of the element in each of the bench-mark positions exemplifying the degree tentatively established is compared with the description of the element in the position being rated. Comparisons are also made with descriptions of the element in bench-mark positions for the degrees above and below the one tentatively established.
6. The point values for all elements are added to determine the tentative total point rating in the basic plan.
7. The supervisory differential is determined by the degree co-ordinates assigned to the position in accordance with the rating scales of the supervisory rating plan.
8. The inmate training differential is determined by the degree co-ordinates assigned to the position in accordance with the rating scales of the inmate training rating plan. For the Nature of Training Responsibility Element raters may use the Element Profile Guide as a check on the degree tentatively selected.
9. The position being rated is compared as a whole to positions in the same sub-group or in other sub-groups to which similar total point values and degree co-ordinates have been assigned, as a check on the validity of the total rating.

### Determination of Levels

The ultimate objective of job evaluation is the determination of the relative values of positions in each occupational group or sub-group. Non-supervisory positions that fall within a designated range of points in terms of the point values assigned using the basic plan will be regarded as of equal difficulty and will be allocated to the same level. Supervisory positions will be rated under both the basic point rating plan and the supervisory plan. The base level of each supervisory position will be established by its rating under the basic plan. A supervisory differential will be applied to each supervisory position, its amount being determined by the rating of the position under the supervisory plan.

Canadian Penitentiary Service positions that have a continuing responsibility to instruct, motivate and relate to inmates will also be rated under the inmate training plan. An inmate training differential will be applied to each of the Canadian Penitentiary Service positions included in the General Services Group, its amount being determined by the rating of the position under the inmate training plan.

In the case of Canadian Penitentiary Service positions where both the supervisory and inmate training differentials would apply, the differential sum for each will be calculated using the rate for the basic level, added directly to that basic rate, and will not be compounded.

INMATE TRAINING RATING PLAN

GENERAL SERVICES GROUP



INMATE TRAINING RATING PLAN

This plan is used to measure the continuing responsibility that the incumbent of the position assumes for the training of inmates in terms of the nature of the training responsibility and the number of inmates trained.

Definitions

"Nature of training responsibility" refers to the actions taken singly or collectively and progressively to establish communications with inmates, to motivate them towards self-improvement, to encourage in them a pride of accomplishment, to train them in specific skills, and to assist them in a better self-understanding.

"Number of inmates trained" refers to the relative size of the inmate group for which the incumbent of the position exercises training control directly or through subordinate instructors.

Notes to Raters

All positions of the Canadian Penitentiary Service that have a continuing responsibility to instruct, motivate and relate to inmates will be evaluated using this plan.

Occasional training responsibility, such as that assumed during absence of a staff member on annual or sick leave is not to be rated.

In rating positions all of the characteristics outlined for each degree of the Nature of Training Responsibility element must be considered. Generally speaking, the criterion for the assignment of a position to a degree is that it must include most of the characteristics of the degree to which it is assigned.

The degree co-ordinates assigned to a position by means of this plan will determine the differential that will be applied to the basic rate for the position.

The four degrees of the Nature of Training Responsibility element are designated as A,B,C and D and are defined on page 8. A profile guide is provided on page 7 to assist raters in checking the degrees tentatively selected for the Nature of Training responsibility element. The "A" degree is to apply only to positions designated as exercising training responsibility.

The two degrees of the Number of Inmates Trained element are designated as 1 and 2, these degrees represent two different sized groups being trained. On page 9 the degree allocation table indicates the degree that is to be assigned to Canadian Penitentiary positions identified by their descriptive titles, and established by the relative size of the inmate group.

In the case of Canadian Penitentiary Service positions where both the supervisory and inmate training differentials would apply, the differential sum for each will be calculated using the basic rate of pay determined by the basic point-rating plan, added directly to the basic rate of pay, and will not be compounded.

For the further assistance of raters of Canadian Penitentiary Service positions a profile guide has been prepared for the Nature of Training Responsibility Element, which may serve as a check on the degree of the element tentatively selected for a position.

NATURE OF TRAINING RESPONSIBILITY

ELEMENT PROFILE GUIDE

Expected Degree	Descriptive Titles
A	Storekeeper Storeman (prescribed positions only)
B	Assistant Chief Cook Assistant Laundry Manager Clothing Supervisor Cook Supervisor of Institutional Services
C	Chief Cook Laundry Manager
D	Vocational Instructor

NATURE OF TRAINING RESPONSIBILITY

DEGREE DEFINITIONS

Nature of Training Responsibility	Degree	Bench-mark Position Descriptions	
		<u>No.</u>	<u>Page</u>
Explains institutional rules; demonstrates simple tasks; establishes effective communications with inmates; and reports discipline infractions.	A		
Helps inmates to solve work problems by giving detailed instructions; establishes effective relations with inmates to motivate them toward self-improvement; assesses the progress of individuals and identifies relevant behavioural problems; reports discipline infractions.	B	2 Clothing Supervisor	18
Assesses individual training needs of inmates using a Knowledge of their work capabilities; establishes effective relations with inmates to encourage in them a pride of accomplishment and a better self-understanding; assesses the progress of the individual and reports weaknesses apparently caused by behavioural problems; proposes disciplinary or classification action.	C	1 Chief Cook, Cowansville 3 Regional Laundry Manager	14 21
Assesses the progress of inmates in terms of their training needs, their apparent potential and their evident progress, to ensure their individual optimum development; recommends classification action on the basis of a total training assessment; establishes effective relations with inmates to encourage in them a pride of accomplishment, a sense of self-confidence, and a better self understanding; recommends disciplinary action.	D		

NUMBER OF INMATES TRAINED

DESCRIPTIVE TITLES AND DEGREE ALLOCATION

Degree	Descriptive Title
1	Clothing Supervisor Cook Storekeeper Storeman (prescribed positions only) Vocational Instructors Supervisor of Institutional Services
2	Assistant Chief-cook Assistant Laundry Manager Chief Cook Laundry Manager

RATING SCALE - INMATE TRAINING

Degree of the Relative Number of Inmates Trained	Degree of Nature of Training Responsibility			
	A	B	C	D
1	4%	7%	10%	13%
2		9%	12%	



BENCH-MARK POSITION DESCRIPTION INDEX

In Alphabetical Order

<u>DESCRIPTIVE TITLE</u>	<u>BENCH-MARK POSITION NO.</u>	<u>TOTAL POINTS</u>	<u>PAGE</u>
Chief Cook	1	581	12
Clothing Supervisor	2	352	16
Regional Laundry Manager	3	489	19

General Services  
Sub-group: Food Services  
B.M.P.D. No.1

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level: 9

Sub-group: FOOD SERVICES

Descriptive Title: CHIEF COOK,

Basic Point Rating: 581

Supervisory Rating: C<sub>3</sub>

Inmate Training

Rating: C<sub>2</sub>

Summary

Under the direction of the Assistant Warden (Services and Supply), plans, organizes, directs and controls the food services at Cowansville Institution, P.Q., to feed 420 inmates three-meals and a staff of 100 employees one meal daily; supervises six employees; monitors the use of a large number of inmates working in the kitchen and eating area; administers the kitchen, and performs related duties.

Duties

% of Time

- Plans, organizes, directs and controls the food services at Cowansville Institution, P.Q., to feed 420 inmates three meals and a staff of 100 employees one meal daily
  - by determining the weekly menu and forecasting food requirement to provide balanced nutrition to inmates according to a fixed budget and ration directives based on the population, 50
  - by co-ordinating the preparation and cooking of vegetables, the baking of bread and pastries, the butchering, boiling, broiling, frying and roasting of meats,
  - by assigning housekeeping duties such as washing dishes, utensils, pots and pans, and the cleaning of floors, walls, tables, counters, stoves and other equipment, to provide sanitary conditions in the kitchen and eating area,
  - by arranging maintenance and repair of the institutional food services premises and equipment in conjunction with maintenance staff, and
  - by setting-up, maintaining and applying a rigid control system for the custody and use of food to avoid pilfering and waste.
  
- Supervises six employees
  - by assigning work to subordinates and scheduling shift work assignments, 15
  - by directing subordinates in the choice of work methods, and co-ordinating their work to meet schedules,
  - by reviewing work in progress and indicating corrective action or rejecting completed work,
  - by training them in the custody aspect of their work,
  - by appraising the performance of subordinates, and
  - by proposing disciplinary action
  
- Monitors the use of a large number of inmates working in the kitchen and eating area 15
  - by interviewing inmates proposed for work to assess motivation for training and establish suitability,



<u>Effort</u>	<u>Degree</u>	<u>Points</u>
Mental - The work requires close attention and periods of concentration to plan, organize, direct and control the institutional food services, and to supervise staff in order to meet work schedules.	3	73
Physical - The work requires intermittent standing, sitting and walking.	1	20
 <u>Responsibility</u>		
Resources or Services - The work requires responsibility for the management of the institutional kitchen in order to produce 1400 meals daily, to ensure the optimum use of food, equipment, and human resources, and for the custody of food and equipment.	3	91
Safety of Others - The work requires ensuring that the staff use proper working methods to prevent injury to themselves or other workers, that safety precautions be observed and that a first-aid kit be available in the kitchen at all times.	2	45
 <u>Working Conditions</u>		
Environment - The duties are performed in an office and in the kitchen where there is exposure to heat, steam and wet conditions during the kitchen operations.	1	12
Hazards - The work involves little exposure to injury or hazards to health.	A <sub>1</sub>	4
 <u>Supervision</u>		
The work requires the supervision of six full-time employees, assigning duties and work to maintain quality and quantity standards, arranging work schedules, training workers in custodial duties and in the use of behavioural techniques with inmates, assessing the performance of workers, and proposing disciplinary action. The work requires coordinating the different functional groups such as bakers, butchers and cooks to meet work schedules.	C <sub>3</sub>	
 <u>Inmate Training</u>		
The work requires monitoring the use of a large number of inmates working in the kitchen and eating area, assessing individual motivation of inmates proposed for kitchen work, establishing effective communications with inmates to identify and discuss their behavioural		

problems, and to encourage in them pride of accomplishment and a better self-understanding. The work also requires reviewing the periodic assessment of individuals by subordinates, evaluating their progress and indicating their weaknesses apparently caused by behavioural problems, and proposing disciplinary and classification action.

Degree      Points

C<sub>2</sub>

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 2

Level: 4

Sub-group: Stores Services

Descriptive Title: CLOTHING SUPERVISOR,

Basic Point Rating: 352

Supervisory Rating: N/A

Inmate Training Rating: B<sub>1</sub>

Summary

Under the supervision of the Supervisor of Institutional Services, organizes and controls the operations of the Institutional clothing room to provide a population of more than 500 inmates with clothing, bedding and assorted linens, and a staff of 200 employees with uniforms, according to an established scale of issue, at Joyceville medium-security institution; co-ordinates the laundry requirements for the institution with the Regional Laundry Manager; monitors the use of inmates in the clothing room; and performs other duties.

Duties

% of Time

- Organizes and controls the operations of the Institutional clothing room engaged to provide a population of more than 500 inmates with clothing, bedding and assorted linens, and a staff of 200 employees with uniforms, according to an established scale of issue 40
  - by examining and approving the requests and issuing items to inmates and staff,
  - by altering and pressing the items, using sewing machines and steam press to ensure adequate fitness,
  - by receiving new items, identifying them with stamps and tags and storing them,
  - by maintaining an individual inmate and staff record control system for the issue of new items,
  - by keeping record of the clothing room inventory on a regular basis,
  - by preparing drafts of estimates for the annual requirements the clothing room, and
  - by reporting on the operations of the clothing room to the Supervisor of Institutional Services.
- Co-ordinates the laundry requirements for the institution with the Regional Laundry Manager 30
  - by receiving items from inmates,
  - by recording all laundered items on an individual inmate basis,
  - by sorting and registering, forwarding to and receiving from the regional laundry, all the items to provide quantity control, identification, and adequate return to individual inmates, and
  - by reporting all missing items and other complaints to the supervisor of Institutional Services and the Regional Laundry Manager.

% of Time

- Monitors the use of inmates in the clothing room
  - by allocating work and giving detailed instructions to inmates,
  - by establishing effective relations with inmates to motivate them toward self-improvement,
  - by assessing the progress of individuals, and
  - by reporting infractions of discipline.

20
  
- Performs other duties such as replacing the Supervisor of Institutional Services and enforcing discipline in the clothing room during leave period.
 

10

Specifications

Degree    Points

Skill and Knowledge

- Basic Knowledge - The work requires performing calculations requiring the use of fractions and percentages, to maintain stock items and laundry weight records and the individual inventory control records.
 

3            39
  
- Comprehension and Judgement - The work is performed according to well established procedures and methods set out in an established scale of issue, institutional regulations and oral instructions. There
 

3            65
  
- Specific Vocational Training - The work requires on-the-job training and experience in the distribution of clothing for inmates and staff, in laundry methods, in the use of equipment such as sewing machines and steam press, in the co-ordination of various activities, in planning for the economic use of materials, and in the use of behavioural techniques to participate in the rehabilitation of inmates.
 

4            100

Effort

- Mental - The work requires moderate attention to the receipt and issue of items and periods of concentration when altering or pressing clothing and keeping records.
 

2            46
  
- Physical - The work requires constant standing, walking, continuous handling of lightweight items and occasional handling of heavy clothing bundles.
 

2            46

	<u>Degree</u>	<u>Points</u>
<u>Responsibility</u>		
Resources or Services - The work requires accountability for the custody of institutional clothing and for the maintenance of a supply service. The work also requires altering and repairing damaged items.	1	25
Safety of Others - There is limited responsibility for the safety of others, work being performed in a controlled area that is planned to allow convenient and safe handling of clothing items.	1	15
<u>Working Conditions</u>		
Environment - The work is performed in a shop-office environment under agreeable conditions.	1	12
Hazards - There is little possibility of accidents.	A <sub>1</sub>	4
<u>Supervision</u>		
N/A		
<u>Inmate Training</u>		
The work requires monitoring the use of a number of inmates in the clothing room, allocating and explaining work, establishing effective communications with inmates to motivate them toward self-improvement. The work also requires assessing the progress of individuals and reporting infractions of discipline.	B <sub>1</sub>	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 3

Level: 7

Sub-group: LAUNDRY SERVICES

Descriptive Title: REGIONAL LAUNDRY MANAGER,

Basic Point Rating: 489

Supervisory Rating: A<sub>1</sub>

Inmate Training Rating: C<sub>2</sub>

Summary

Under the general supervision of the Supervisor of Institutional Services, plans, directs and controls the operations of a regional laundry at Leclerc Institution in Laval, P.Q. for a weekly washing load of 25,000 pounds of clothing (30,000 pieces) and the pressing of 15,000 pieces of clothing; monitors the use of a large number of inmates working in the laundry; supervises one employee; and performs related duties.

Duties

% of Time

- Plans, directs and controls the operations of a regional laundry for a weekly washing load of 25,000 pounds of clothing (30,000 pieces) and the pressing of 15,000 pieces of clothing
  - by establishing priorities and scheduling laundry for a number of institutions,
  - by receiving, weighing and registering incoming laundry from the institutions,
  - by organizing the washing process, checking laundry, sorting according to colour and fabrics of clothing, soap, bleaches, disinfectants and starch mixes, and verifying washers loading according to equipment capacity, and unloading
  - by coordinating the drying process, checking extractors and tumblers loading and unloading,
  - by supervising the pressing process, distributing and reviewing the quality of pressing,
  - by ensuring the maximum use, adequate maintenance and repair of equipment, and
  - by verifying, recording and expediting completed laundry to the instructions.
- Monitors the use of a large number of inmates working in the laundry
  - by assigning work to the inmates,
  - by assessing individual motivation for laundry operational training,
  - by establishing effective relations with inmates to encourage in them a pride of accomplishment and a better self-understanding,
  - by identifying and discussing human behaviour problems with inmates,
  - by reporting monthly on the progress of individuals and indicating weaknesses apparently caused by behavioural problems, and
  - by proposing disciplinary and classification action for the inmates.

65

20

General Services  
 Sub-group: Laundry Services  
 B.M.P.D. No.3

	<u>% of Time</u>
- Supervises one employee, by assigning and explaining work with instructions and demonstrations when required.	5
- Performs other duties such as estimating equipment and tools requirements and preparing requisitions, controlling the movement of inmates, enforcing discipline and searching for missing laundry in the shop.	10

Specifications

Degree Points

Skill and Knowledge

Basic Knowledge - The work requires maintaining records of incoming and outgoing laundry and using calculations to mix soap, bleaches, disinfectants and starch according to clothing colour and fabric and to equipment capacity.	3	39
Comprehension and Judgement - The work is performed according to well-established procedures and methods set out in reference manuals, penitentiary regulations and oral instructions. There is some latitude for independent judgement when arranging activities related to the operations of the laundry.	3	65
Specific Vocational Training - The work requires on-the-job training and experience in all the operations of a large laundry, in the use, maintenance and repair of equipment, in the co-ordination of the washing, drying and pressing processes, in planning for the optimum use of men and equipment, in the supervision of staff, and in the training of subordinates in laundry operations.	5	150

Effort

Mental - The work requires continuous attention to control the movement of incoming, in-process, and outgoing laundry, to check washing formula according to colour and fabric of clothing and capacity of equipment, with frequent periods of concentration to detect and repair defective equipment, in order to meet time schedules.	2	46
Physical - The work requires continuous standing to supervise the laundry operations and requires greater physical effort while working in awkward positions during the repairing of equipment.	2	46

Degree      Points

Responsibility

Resources or Services - The work requires accountability for the laundry, and for the optimum use, maintenance and repair of equipment and materials. Errors in the work group would cause damage to clothing and delays in laundry services for a number of institutions. 2            58

Safety of Others - The work requires that employees learn the proper use of equipment and proper work methods to avoid possible injury or accident, and that immediate action to provide first-aid treatment to injured subordinates is taken. 2            45

Working Conditions

Environment - The work is performed in somewhat higher than 2            36

Hazards - The work involves occasional exposure to minor injuries such as bruises or burns from hot water and steam 1            04

Supervision

The work requires accounting for and coordinating the work of one subordinate in the laundry. A<sub>1</sub>

Inmate Training

The work requires monitoring the use of a large number of inmates working in the laundry operations, assessing individual motivation of inmates proposed for laundry work, establishing effective communications with inmates to identify and discuss their behavioural problems, and encouraging in them a pride of accomplishment and a better self-understanding. The work requires assessing the progress of individuals periodically, identifying work habits that may indicate a potential behavioural problem, and proposing disciplinary and classification action. C<sub>2</sub>