

CBC / CMG

# **JOB EVALUATION PLAN**

National Compensation  
2005

# SKILL

## Sub-factor: Body of Knowledge

### Definition

This factor measures the total body of knowledge required to perform the duties of the job to a satisfactory level. Body of knowledge includes formal schooling or education described in terms of the educational system which currently exists in Canada. Body of knowledge also includes consideration of experience which is not typically part of any formal educational curriculum but through which one acquires the full range of skills and knowledge necessary for performance of the duties. Where important aspects of the job can only be learned on the job, this element includes an estimation of the necessary time to learn.

### Application

First determine the basic level of schooling required to assure successful performance of the duties of the job. Then consider the amount of experience necessary in terms of months and/or years to acquire the additional skills and knowledge necessary not provided in the formal educational system. Where it is appropriate or typical, include an estimate of time to learn to achieve a reasonable level of proficiency. The intersection of the educational row and the experience column determines the point value for this factor.

Experience →	None	6 Mos	12 Mos	24 Mos	3 years	4 Years	5 Years	7 Years	10 Years
Education ↓									
<b>High School Graduation (HS)</b>	30	50	70	90	100	110	120	140	160
<b>Community College Graduation (CC)</b>	60	80	100	120	130	140	150	170	190
<b>University Graduation (UN)</b>	80	100	120	140	150	160	170	190	210
<b>University Graduation Plus (PG)</b>	90	110	130	150	160	170	180	200	220

# SKILL

Sub-factor: **Dexterity**

## DEFINITION

This sub-factor is used to measure the level of hand and eye co-ordination and muscular control required to perform the duties of the job.

## APPLICATION

The degrees are based on the levels of the motor skills in use, as well as the speed of performance and the degree of precision dictated by the work involved. Consideration is also given to the fact that these skills may have to be applied either periodically or on a more continuous basis.

### **Degree 1**

The work requires a level of hand and eye co-ordination or muscular control sufficient to operate commonly used tools or equipment with little requirement for speed or precision.

### **Degree 2**

The work requires a level of hand and eye co-ordination or muscular control sufficient to operate tools or equipment with some need for speed or precision. This activity is part of the core function of the job although the employee may perform other tasks.

**OR**

The work requires a level of hand and eye co-ordination or muscular control sufficient to operate tools or equipment quickly and precisely for short periods of time.

### **Degree 3**

The work requires a level of hand and eye co-ordination or muscular control sufficient to operate tools or equipment with a requirement for both speed and precision. This activity forms a significant part of the core function of the job.

**OR**

The work requires a level of hand and eye co-ordination or muscular control sufficient to operate tools or equipment that require(s) frequent adjustment while being used. This activity is part of the core function of the job, although the employee may perform other related tasks.

### **Degree 4**

The work requires a level of hand and eye co-ordination and muscular control sufficient to perform very detailed work with extreme precision.

**OR**

The work requires a level of hand and eye co-ordination and muscular control sufficient to perform very precise and synchronized operations in an environment where speed and accuracy are critically important.

# EFFORT

## Sub-factor: Judgment

### DEFINITION

This sub-factor is used to measure the extent of the mental effort required to make the choices or decisions inherent in the duties of the job.

### APPLICATION

The degrees are based on a framework built around normal operating practices, standards and procedures within the context of program, production and administrative policies.

When applying this sub-factor, one should consider the information normally available, the types of choices available and the latitude within which those choices may be made.

#### Degree 1

Decision-making is at a basic level and generally involves choices about how to get assigned work done safely and on time. Decisions are made within a framework of fairly detailed verbal or written instructions that provide little latitude for interpretation. Guidance and direction are immediately available from a lead hand, supervisor or other resource person.

#### Degree 2

Decision-making involves choices that can affect the quality, timeliness or accuracy of the work of the employee and/or the unit. Decisions typically involve choices as to which of a number of well-defined production or administrative standards, policies or procedures should be followed. Guidance and direction are available.

#### Degree 3

Decision-making involves choices as to how known procedures or policies might be applied in order to achieve a desired or necessary result without compromising standards. Guidance and direction may be available.

#### Degree 4

Decision-making normally involves the interpretation of program or production concepts or business principles, as well as existing precedents, standards, policies and procedures. Guidance and direction may be available.

#### Degree 5

Decision-making typically involves important choices in procedure or conduct; these decisions may have to be made extemporaneously. The employee is often viewed as an authority in the field in question and therefore is expected to make these decisions independently.

#### Degree 6

Decision-making is at the conceptual level. Decisions often create precedents through innovative interpretation of production or administrative standards, policies or procedures. Situations which imply potential departure from those standards, policies or procedures require Management review and approval.

# EFFORT

Sub-factor: **Creativity**

## DEFINITION

This sub-factor is used to measure the level of innovation or artistic flair required for the performance of the duties of the job.

## APPLICATION

The degrees are based on the amount of adaptation, foresight, conceptualization, and/or innovation required to solve the problems inherent in the work.

Account must be taken of the quantity, variety and complexity of the issues to be considered, researched and analyzed, or problems to be resolved, as well as the nature and amount of information available.

### **Degree 1**

Work requires the use of equipment and material, or the application of techniques and procedures for which basic information must be known and considered. Assignments often involve the need to execute a number of routine tasks and thus require some foresight and skill at adaptation.

### **Degree 2**

Work requires some creative problem solving in the use of equipment and material, or the application of techniques and procedures. Guidelines are available but independent or original thinking is required to organize and execute assigned work or resolve operational problems.

### **Degree 3**

Work requires independent thinking and analysis in the application of existing methods and techniques. Standards are available but mental effort is required to refine procedures, techniques or concepts.

**OR**

Work requires artistic flair and creativity in on-air performance, or in the application of production methods and techniques. Information is available, but new solutions are envisaged.

### **Degree 4**

Work requires independent thinking, analysis and conceptualization to originate and develop new or improved procedures, techniques or ideas relating to a well-defined concept.

**OR**

Work requires artistic flair, creativity and innovation in on-air performance or in the development of methods, techniques or ideas to implement the program concept.

Sub-factor: **Creativity** (continued)

**Degree 5**

Work is difficult and diversified and requires the frequent application of a high degree of independent thinking to originate and develop procedures, techniques or ideas within the parameters of a broad conceptual outline.

**OR**

Work requires a very high level of artistic flair and creativity in conception, production and execution to interpret and give form and structure to the program concept.

**Degree 6**

Work requires the highest level of creative thinking to originate and develop innovative program or production concepts, techniques or procedures which can have a major impact on the nature and quality of programming or operations.

# EFFORT

Sub-factor: Exertion

## DEFINITION

This sub-factor is used to measure the type and amount of exertion that is inherent in the work, whether as a result of physical effort, auditory and/or visual concentration, or the requirement for awkward body mechanics.

## APPLICATION

The degrees are based on the frequency and characteristics of the physical activity, auditory and/or visual concentration, or awkward body mechanics.

Levels of physical activity, auditory and visual demand and awkward body mechanics are described below. They are then portrayed in an equivalence table from which the appropriate factor degree may be determined. Most jobs are characterised by only one of the exertion sub-categories. If more than one sub-category is present in a job, the rating should be determined by the highest degree. The terms "continuous", "regular", and "some" are also defined below.

### **Aural/Visual Demand:**

- AV1:** There is some requirement for the employee to pay careful visual or aural attention to the work at hand in order to avoid or detect errors.
  
- AV2:** There is a regular requirement for the employee to pay careful visual or aural attention to the work at hand in order to avoid or detect errors; **OR** there is some requirement for the employee to observe closely and/or listen intently in order to achieve very detailed results and/or detect the most subtle of flaws or errors.
  
- AV3:** There is a continuous requirement for the employee to pay careful visual and/or aural attention to the work at hand in order to avoid or detect errors; **OR** there is a regular requirement for the employee to observe closely and/or listen intently in order to achieve very detailed results and/or detect the most subtle of flaws or errors.
  
- AV4:** There is a continuous requirement for the employee to observe closely and/or listen intently in order to achieve very detailed results and/or detect the most subtle of flaws or errors.

## Sub-factor: Exertion (continued)

### Awkward Body Mechanics:

- BM1:** There is some requirement for moving, bending, twisting or maintaining awkward or uncomfortable body positions while performing work.
- BM2:** There is a regular requirement for moving, bending, twisting or maintaining awkward or uncomfortable body positions while performing work.
- BM3:** There is a continuous requirement for moving, bending, twisting or maintaining awkward or uncomfortable body positions while performing work.

### Physical Activity:

- PA1:** There is some requirement for lifting, carrying or moving items of modest weight (less than twenty-five pounds).
- PA2:** There is a regular requirement for lifting, carrying or moving items of modest weight; **OR** there is some requirement for lifting, carrying, manipulating and/or positioning heavy items weighing twenty-five pounds or more.
- PA3:** There is a continuous requirement for lifting, carrying or moving items of modest weight; **OR** there is a regular requirement for lifting, carrying, manipulating and/or positioning heavy items.
- PA4:** There is a continuous requirement for lifting, carrying, manipulating and/or positioning heavy items.

Continuous	Over 50% of the time	Over 20 hours per week
Regular	25% to 50% of the time	10 to 20 hours per week
Some	Less than 25% of the time	Up to 10 hours per week

<i>Degrees</i>	<i>Sub-category</i>
<b>Degree 1</b>	PA1, AV1
<b>Degree 2</b>	PA2, AV2, BM1
<b>Degree 3</b>	AV3, BM2
<b>Degree 4</b>	PA3, AV4
<b>Degree 5</b>	PA4, BM3



# RESPONSIBILITY

Sub-factor: Accountability

## DEFINITION

This factor measures the opportunity for the incumbent to prevent loss to the Corporation in terms of time, service, money, prestige, or program value.

## APPLICATION

The factor is to be applied by considering the magnitude and effect of errors, as well as the likelihood of their recurrence, taking into account the nature and amount of supervision normally available.

### Degree 1

Errors cause minor inconvenience or delay and are easily and quickly detected, usually by the incumbent. Work is typically closely supervised.

### Degree 2

Errors could cause interruption in service, damage to equipment, or monetary loss, but are usually confined to a specific area of operation. Guidance and direction are available. Errors are easily detected.

### Degree 3

Errors or incorrect actions would cause disruption in service, damage to equipment, monetary loss, or some loss in prestige or program value, and could affect the work of other departments. Work is not closely supervised and errors may be difficult to detect.

### Degree 4

Errors or incorrect actions would affect the Corporation's prestige, significantly affect program value, and could affect the operations of one or more areas of activity in terms of time, service or finances. Work is reviewed for adherence to Corporation policies, procedures and standards; there is little or no opportunity to correct errors.

### Degree 5

Incorrect decisions or actions would affect the operations of other areas in terms of time, service, finances, prestige or program value. Often results can only be reviewed over time.

# RESPONSIBILITY

Sub-factor: **Communication**

## DEFINITION

This sub-factor is used to measure the level of oral or written communication with others, whether inside or outside the Corporation, which is inherent in the normal performance of the duties of the job.

## APPLICATION

The degrees are based on the type of information exchanged, the nature of the communication and the context in which the communication occurs.

Account must be taken of the diversity and complexity of the information being received or communicated, as well as its importance.

### **Degree 1**

Factual information relating to the work is transmitted or received. While the information is typically routine, accuracy and attention to detail is necessary. Communication is typically internal, although there may be external contacts.

### **Degree 2**

Information that is transmitted or received often requires clarification. An important part of the communication activity is devoted to ensuring that information transmitted is clearly understood by the recipient or that information or requests are accurately received by the incumbent. Communication can be internal or external and may include the provision of basic direction or instruction to others, or the presentation of factual information to the audience.

### **Degree 3**

Information dealt with is typically detailed and subject to interpretation. Communication involves leading or participating in discussions aimed at gathering, analysing and organising varied and sometimes complex information. The purpose of these communications may be to advise, guide or influence, to acquire resources, or to describe and present issues on air.

### **Degree 4**

Detailed and complex information is exchanged in an effort to obtain the co-operation or participation of others through discussion of common points of interest.

**OR**

Detailed and complex information of significant import is analysed and presented on air in a clear and coherent manner.

## Sub-factor: Communication (continued)

### Degree 5

Communication involves elaborate presentations of detailed and highly complex information with the goal of persuading individuals and/or organizations to follow the recommended course of action. These discussions typically involve decisions with significant resource or revenue implications or potential impacts on the operation.

OR

Communication involves extemporaneous interaction in person or on air with important or highly influential individuals discussing issues of regional, national or international significance or of extreme sensitivity.

OR

Communication involves the expert presentation of material (for example - artistic, cultural, athletic or scientific material), could also include in depth interview and discussion with relevant influential personalities, and often includes the requirement to perform or entertain the audience.

### Degree 6

Communication involves discussion, debate and/or negotiation of sensitive and delicate issues in order to achieve decisions and consensus on significant actions or project or program goals and objectives. The discussion, debate or negotiation typically includes the interpretation of the policies and priorities of the Corporation.

# RESPONSIBILITY Sub-factor: Co-ordination of Work

## DEFINITION

This sub-factor is used to measure the extent and nature of responsibility for the work of others which is inherent in the job. Alternatively it can measure the degree of self-management inherent in the work.

## APPLICATION

The degrees are based on the organizational responsibility inherent in the job and the number of persons within its direct scope of influence. Alternatively, they refer to the degree of self-administration inherent in the work with consideration for different levels of constraint.

Account must be taken of the diversity of the duties of the other workers involved, the inherent responsibility for intervention, or the level of constraint in effect.

### Degree 1

There is no requirement to co-ordinate the work of others. May familiarize other persons with their work by explaining his/her own duties.

### Degree 2

There is a requirement to co-ordinate the work of others. Typically familiarizes other persons with their work by explaining his/her own duties or organizes tasks among colleagues in order to complete the assigned work.

OR

May demonstrate independence in the organization and execution of assigned tasks.

### Degree 3

Plans, distributes and reviews the work of a team of persons whose work is similar and/or inter-related.

OR

Works in a self-administered environment to produce a pre-determined, single, short-term result within clear guidelines.

### Degree 4

Plans, distributes and reviews the work of a group of persons (10 or more) doing similar work and inter-related.

OR

Plans, distributes and reviews the work of a team of persons whose work is significantly different, each from the other.

OR

Works in a self-administered environment to produce results within broad guidelines.

# WORKING CONDITIONS

## DEFINITION

This factor is used to measure the degree of distraction and/or discomfort created by the environment in which the employee typically performs the duties of the job.

## APPLICATION

Four aspects of conditions of work – the general work environment including hazards, if any, the pressure of deadlines, task interference, and the requirement to travel – are described below. The descriptions are then portrayed in a matrix with the “environmental” conditions – work environment and travel - on one axis, and the “pressure” conditions – deadlines and task interference - on the other axis. To use the matrix, first determine the level of the most prevalent condition and then move across that row or down that column to determine how much, if any, that condition is modified by the other set of conditions.

### General Environment:

- GE1:** The job is normally performed in a clean, well-lit environment. Hazards, if they exist at all, are easily identified and avoided until they are eliminated entirely.
- GE2:** The job is normally performed in a production environment (e.g. studio, edit suite, newsroom, etc.) characterized by noise, crowding or confinement.
- GE3:** The job is normally performed either in exterior locations where the employee is exposed to the weather, or in indoor workplaces in which the employee is exposed to dust, fumes or other unpleasant odours, or both. Low level hazards, such as the potential for cuts from sharp cutting tools or burns from irons or glue guns, may be present.
- GE4:** The job involves continuous exposure to extreme climatic conditions such as heat, cold, wind, rain or snow. Additionally or alternatively, the job regularly involves serious hazards such as working with dangerous chemicals or power tools, potentially falling objects, etc.
- GE5:** The job involves regular exposure to high-risk activity and/or life-threatening situations.

### Pressure:

- P1:** Where deadlines exist, they are well planned and typically achievable. If conflicts arise, someone else will typically decide what must be done.
- P2:** Work is typically driven by deadlines that place pressure on the incumbent by forcing him/her to choose to do the right tasks in the right time frame. There is typically enough flexibility in the process to allow the employee to achieve the required priorities.
- P3:** Employee is regularly faced with making critical decisions in the face of imminent deadlines.
- P4:** Employee is often forced to make immediate and extemporaneous decisions usually as a result of unforeseen or uncontrollable adverse events.

# WORKING CONDITIONS (continued)

## Task Interference:

**TI1:** Low: work may involve the assignment of additional tasks or re-assignment from one set of tasks to another. In such circumstances, the employee is usually in a position to manage the transition in an orderly fashion.

**TI2:** Medium: work regularly involves the assignment of additional tasks or re-assignment from one set of tasks to another. While the employee can exercise some control over these changing priorities, the net effect is typically disruptive.

**TI3:** High: work continually involves the assignment of additional tasks or re-assignment from one set of tasks to another. The employee has little or no ability to manage these changing demands and the net effect is typically highly disruptive.

## Requirement to Travel:

**RT1:** There is a requirement to travel but it typically consists of either short-haul day trips or reasonably well-planned trips of longer duration.

**RT2:** There is a requirement to travel that often involves travel at short notice for varying durations.

**RT3:** There is unplanned or urgent travel for significant periods of time to foreign locations and/or to locations that do not offer the amenities found in major North American cities.

	<b>P1/TI1</b>	<b>TI2</b>	<b>P2</b>	<b>P3/TI3</b>	<b>P4</b>
<b>GE1</b>	5	10	15	20	
<b>GE2/RT1</b>	15	20	25	35	45
<b>GE3/RT2</b>	35	40	45	55	65
<b>GE4/RT3</b>	45	50	55	65	
<b>GE5</b>	55	60	70		

# POINT FACTOR SYSTEM FOR JOB EVALUATION PLAN

Body of Knowledge		Dexterity		Judgement		Creativity		Exertion		Accountability		Communication		Coordination of work		Working Conditions	
HSNone	30	1	16	1	19	1	26	AV1	14	1	30	1	25	1	0	GE1-P1/TI1	5
HS6M	50	2	32	2	38	2	53	AV2	28	2	60	2	50	2	20	GE1-TI2	10
HS12m	70	3	48	3	57	3	80	AV3	42	3	90	3	75	3	50	GE1-P2	15
HS24m	90	4	65	4	76	4	106	AV4	56	4	120	4	100	4	80	GE1-P3/TI3	20
HS3Y	100			5	95	5	133	BM1	28	5	150	5	125			GE2/RT1-P1/TI1	15
HS4Y	110			6	115	6	160	BM2	42			6	150			GE2/RT1-TI2	20
HS5Y	120							BM3	70							GE2/RT1-P2	25
HS7Y	140							PA1	14							GE2/RT1-P3/TI3	35
HS10	160							PA2	28							GE2/RT1-P4	45
CCNone	60							PA3	56							GE3/RT2-P1/TI1	35
CC6M	80							PA4	70							GE3/RT2-TI2	40
CC12m	100															GE3/RT2-P2	45
CC24m	120															GE3/RT2-P3/TI3	55
CC3Y	130															GE3/RT2-P4	65
CC4Y	140															GE4/RT3-P1/TI1	45
CC5Y	150															GE4/RT3-TI2	50
CC7Y	170															GE4/RT3-P2	55
CC10	190															GE4/RT3-P3/TI3	65
UNNone	80															GE5-P1/TI1	55
UN6M	100															GE5-TI2	60
UN12m	120															GE5-P2	70
UN24m	140																
UN3Y	150																
UN4Y	160																
UN5Y	170																
UN7Y	190																
UN10	210																
PGNone	90																
PG6M	110																
PG12m	130																
PG24m	150																
PG3Y	160																
PG4Y	170																
PG5Y	180																
PG7Y	200																
PG10	220																