

The University of Northern British Columbia

Gender Neutral Comparison System

July 1997

1. Education

DEFINITION

Measures the minimum level of knowledge and preliminary training (including vocational training) that is typically gained through formal education, and is required to effectively perform the job functions (assuming normal levels of supervision). It focuses on the minimum training necessary to prepare an individual for the job.

2. Experience

DEFINITION

Measures the minimum length of time required for an individual with the specified academic achievement to acquire the experience and background to perform the job competently and deal with the range of situations encountered in the position (assuming normal levels of supervision).

Experience is basically of two types:

1. Prior related employment or unpaid work experience gained in lower-level or related positions (within the organization or with other organizations); and,
2. The period of adjustment, orientation and adaptation on the job.

3. Complexity

DEFINITION

Measures the amount and nature of analysis, problem-solving and reasoning required to perform job-related duties. This factor measures the conceptual demands of the job as characterized by:

- Analysis and interpretation required for problem and solution definition

- Creativity
- Mental challenge
- Degree of job structure
- Planning activities and,
- Variety and difficulty of tasks.

4. Dexterity

DEFINITION

This subfactor measures the level of dexterity required by a job. The levels of fine manual dexterity are determined by considering the elements of speed and/or accurate hand eye coordination. Examples of fine movements are: keyboard skills, arc welding, giving injections, drafting, etc...

5. Physical Effort

DEFINITION

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

Type:

1. Light - sitting, driving, walking on even surfaces, lifting weights not exceeding 5 kg.
 Medium - standing, climbing stairs, walking on uneven surfaces, lifting weights not exceeding 10 kg.
 Heavy - stooping, kneeling, crouching, lifting weights exceeding 10 kg.

6. Mental Effort

DEFINITION

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

7. Decision Making/Judgement

DEFINITION

Measures the latitude of decision making associated with the position. Characteristics to be considered include:

- Level of work review of supervision received
- Discretion and independence of action and,
- Overall accountability given the nature of the work.

8. Supervision

DEFINITION

This factor measures direct accountability for “human resource management.” This factor assesses the character, complexity and job demands associated with supervising the work of others. Characteristics to be considered include responsibility for:

- Recruiting and hiring
- Providing orientation to new employees
- Providing training
- Providing on-the-job guidance, direction and assistance
- Providing feedback

- Checking or reviewing work
- Scheduling, organizing, and coordinating work
- Assessing performance
- Handling discipline problems
- Determining compensation and rewards
- Planning career promotions and longer-term employee development
- Building morale and employee relations
- Counseling employees on work-related or personal matters
- Acting as a role model or mentor and,
- Terminating.

Supervisory responsibilities for a position which has full supervision responsibility for only one other position is considered equivalent to that of a lead hand and rated as Degree 3.

9. Impact

DEFINITION

Measures the potential problems the position can create or resolve for a department or the entire organization as a result of actions taken and/or decision making responsibility. Characteristics to consider include:

- Span of effect
- Impact on the organization
- Employee morale
- Public image
- Financial effects
- Impact on the public image and,
- Impact on safety.

Assessment of the impact of errors should be based on **average occurrences and not on extreme scenarios.**

10. Contacts

DEFINITION

Measures the need for contacting, supporting/dealing with and influencing other people in performing the duties related to the position. Interaction with employees within the organization, as well as with students, vendors and suppliers, clients, customers, the public, government representatives, media and others should be considered. These communications may be in writing, or oral, including sign language, and carrying varying degrees of responsibility for the handling of contacts tactfully and harmoniously.

Other characteristics to be considered include:

- Type and level of contacts
- Purpose of contacts
- Level of skill required in contacts
- Confidentiality and sensitivity of contacts
- Emotional content of contacts and,
- General interpersonal job demands such as the need for:
 - negotiating
 - persuading
 - instructing
 - counselling/coaching
 - advising
 - providing care/nurturing and,
 - making presentations/public speaking.

11. Environment

DEFINITION:

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

The types of disagreeable conditions are varied but may include the following:

- Minor** (a) Minor conditions of dust, dirt, fumes, heat, cold, noxious odors, noise, vibration, poor lighting, inclement weather, poor ventilation, congested work space, lack of privacy, frequent interruptions, radiation from equipment (not computer) and travel.
- (b) Minor health and accident hazards including the possibility of lost time accidents.
- Major** (c) Extreme conditions of dust, dirt, fumes, heat, cold, noxious odours, noise, vibration, poor lighting, inclement weather, poor ventilation, congested workspace, lack of privacy, radiation from equipment and travel.
- (d) Exposure to verbal and physical abuse, behaviorally difficult clients, members of the public, etc.
- (e) Health and accident hazards of a serious nature involving lost time or which may result in partial or permanent disability; high risk of infection or disease.

The frequency of exposure to undesirable working conditions must be related to work carried out on a regular basis throughout the year.

12. Work Pressure and Stress

DEFINITION

This factor measures the effort, strain or demand on energy from dealing with control over work associated with the job. Consideration is given to such things as:

- constancy of work flow
- frequency and predictability of deadlines
- frequency and predictability of interruptions

1. Education

DEGREE	SCALE	DESCRIPTION
1	Less than high school	Basic skills to be able to read, write and perform simple arithmetic.
2	High school or equivalent	Ability to use fractions, decimals, basic grammar and spelling.
3	High school plus additional course work	Besides high school, the job also requires supplementary courses. Courses tend to focus on building skills in a particular subject area. Course work is equivalent to one year of community college. Courses may be in formats such as seminars, workshops, evening classes or by correspondence.
4	One year certificate/diploma	The job requires specialized training in a recognized technical program or vocational school, or an apprenticeship in a high skill trade. Need for an ability to generalize and conceptualize ideas and information. Utilizes and adapts technical processes on the basis of a broad understanding of principles, practices, precedents and procedures.
5	Two-three year certificate/diploma	Specialized training of two-three years' duration in a recognized technical, vocational or academic program beyond Degree 4.
6	University undergraduate degree	Ability to interpret and adapt documented textbook principles. Problem-solving orientation with the ongoing accumulation of expertise to deal with problems anticipated or encountered.
7	Graduate degree	Four years of university plus about two years of graduate work. The job requires the demonstrated achievement of professional competence and mastery as a result of extensive study and knowledge of an academic discipline. The job requires a broad knowledge base in one specialized field.
8	Additional training/Doctorate	Advanced training beyond Degree 7 (above) in a professional discipline. This job requires the demonstrated ability to conceptualize and develop theoretical models and/or advanced practical applications. In-depth mastery or expertise in a specialized field.

2. Experience

DEGREE	SCALE	DESCRIPTION
1	Less than 1 month	experience required.
2	More than 1 month, but less than 6 months	experience required.
3	More than 6 months, but less than 1 year	experience required.
4	More than 1 year, but less than 2 years	experience required.
5	More than 2 years, but less than 3 years	experience required.
6	More than 3 years, but less than 5 years	experience required.
7	More than 5 years, but less than 7 years	experience required.
8	More than 7 years, but less than 10 years	experience required.
9	More than 10 years	experience required.

3. Complexity

DEGREE	SCALE	DESCRIPTION
1.	Very Limited	Work requires very limited analysis in tasks that are repetitive, well defined and clear-cut with specific guidelines. Little or no creativity is required to carry out assigned duties. A very limited degree of reasoning and problem solving is required. Common sense is typically used to follow detailed, simple and very uncomplicated instructions and predetermined routines.

2. Work requires limited analysis and planning in tasks that are straight forward, repetitive and involves different but related processes for which guidelines exist. Some creativity and interpretation is required. Possible solutions or the most appropriate course generally requires common sense and typically follows procedure.
3. Limited
Work requires limited analysis and planning in tasks that are straightforward, repetitive and involves different but related processes and method. Some creativity and interpretation is required to choose from a limited number of possible solutions the most appropriate course of action. Considerable procedures and job structure exists, with general job related instructions.
4. Work requires a limited to moderate degree of analysis and planning in tasks that are generally straight forward but on occasion can involve unrelated processes and methods. Some creativity, interpretation, and planning are required to choose from possible solutions and to adapt to minor changes in daily routine. Although considerable job structure exists creative problem solving may be used in limited situations.
5. Moderate
Work requires a moderate degree of analysis to adapt to a variety of duties that involve unrelated processes and methods. A moderate amount of planning is required in that a moderate degree of variation from daily routines is possible. Situations may be broad in scope with limited opportunity for standardized solutions, and may require the recognition and creative definition of problems and their practical solutions.
6. Work requires constant use of analytical skills to define, solve, and form valid solutions to problems. Situations are broad in scope with limited opportunity for standardized solutions. There is a moderate degree of job structure, but variations from daily routine is regularly expected which allows for a modicum creativity, planning and mental challenge.
7. Substantial
Work requires interpretive skill and analysis using logical, evaluative, scientific or professional thinking to define problems, collect information, establish facts and form valid solutions. With a limited degree of job structure, situations are diverse (although not unique), and offer considerable opportunity for creativity, planning and mental challenge.
8. Work require complex analysis, and highly developed reasoning and planning skills to solve a wide range of intellectual and practical problems. With a limited degree of job structure situations are diverse, (sometimes unique) and offer considerable opportunity for creativity planning and mental challenge.
9. Very Substantial
Work requires extremely complex analysis, and highly developed reasoning and planning skills to solve a wide range of intellectual and practical problems. Situations are often unique and typically require a great degree of mental challenge to deal with job demands of a highly strategic, creative, policy-making or technical/scientific nature.

4. Dexterity

DEGREES:

1. Intermittent periods of short duration (minimal dexterity).
2. Regular periods of short duration (accuracy/important);
OR
Intermittent periods of intermediate duration
3. Continuous periods of short duration (speed and accuracy important);
OR
Frequent periods of intermediate duration;
OR
Intermittent periods of long duration.
4. Frequent periods of long duration (speed and accuracy is important, dexterity is important for a major function of the job);
OR
Continuous periods of intermediate duration (speed and accuracy is important, dexterity is important for a major function of the job).
5. Continuous periods of long duration (activities involve dexterity where speed and accuracy is important for all major functions of the job).

	Short (up to 1 hour without opportunity for rest break)	Intermediate (1-2 hours)	Long (>2 hours)
Intermittent	1	2	3
Frequent (50-80% of time)	2	3	4
Continuous (>80% of time)	3	4	5

5. Physical Effort

DEGREES:

1. Light activity on occasional basis
2. Light activity on frequent basis;
OR
Medium activity on occasional basis.
3. Light activity on continuous basis;
OR
Medium activity on frequent basis;
OR
Heavy activity on occasional basis.
4. Medium activity on continuous basis;
OR
Heavy activity on frequent basis.
5. Heavy activity on continuous basis.

	Occasional	Frequent	Continuous
Light (up to 5 kg)	1	2	3
Medium (5-10 kg)	2	3	4
Heavy (>10kg)	3	4	5

6. Mental Effort

DEGREE:

1. Intermittent periods of short duration.
2. Regular periods of short duration;
OR
Intermittent periods of intermediate duration.
3. Continuous periods of short duration;
OR
Regular periods of intermediate duration;
OR
Intermittent periods of long duration.
- 4.. Regular periods of long duration;
OR
Continuous periods of intermediate duration.
5. Continuous periods of long duration.

	Short (up to 1 hour without a rest)	Intermediate (1 -2 hours)	Long (>2 hours)
Intermittent (<50% of time)	1	2	3
Regular (50-80% of time)	2	3	4
Continuous (>80% of time)	3	4	5

7. Decision Making/Judgement

DEGREE	SCALE	DESCRIPTION
1	Very Limited	Work is directly controlled through the highly structured nature of the work itself or immediate supervision by others. All deviations from assigned work must be authorized by supervisor.
2		Work is controlled by the regular checking of accuracy, quality and adherence to detailed instructions or through the structured nature of the work itself. All but the most minor deviations from assigned work must be authorized by the supervisor. There is limited opportunity to exercise discretion within predetermined limits and procedures.
3	Limited	Work is controlled through the occasional checking of accuracy, quality and adherence to detailed instructions or through the structured nature of the work itself. Some discretion may be exercised within predetermined limits and procedures.
4		Work is controlled through the occasional checking of accuracy, quality and adherence to instruction and procedures. Receiving regular direction regarding work responsibilities, discretion and judgement can be exercised in interpreting and applying rules and guidelines.
5	Moderate	Finished work results are evaluated for compliance with technical standards, appropriateness and conformity to the organizational policy. Receiving general direction regarding work responsibilities, discretion and judgement must be exercised in interpreting and applying rules and guidelines.
6		Finished work results are evaluated for compliance with technical standards, appropriateness and conformity to organizational policy. Receiving nominal direction regarding work responsibilities discretion and judgement must be exercised in translating organizational goals into specific objectives. Initiates and/or directs activities which impact on a department.
7	High	Work is evaluated relative to overall organizational policy in terms of feasibility, compatibility and effectiveness. Receiving nominal direction regarding work responsibilities, discretion and judgement must be exercised in translating broad organizational goals into specific objectives. Initiates an/or directs activities fully impacting a department.

- 8 Work is evaluated to overall organizational policy or terms of feasibility, compatibility and effectiveness. Receiving minimal supervision and limited direction the incumbents use their own judgement and ingenuity to develop departmental goals and interpret organizational goals and guidelines. Responsible for initiating, directing, and monitoring activities impacting a major functional area of the organization.
- 9 Very high Work results are considered technically authoritative and are evaluated relative to general organizational policy in terms of feasibility, compatibility, and effectiveness. Essentially receiving no supervision, incumbents use their own judgement and ingenuity to develop and interpret organizational goals and guidelines. Responsible for initiating, directing and monitoring activities impacting a major functional area or organization.

8. Supervision

DEGREE	SCALE	DESCRIPTION
1	No supervision	The job does not require the provision of guidance or supervision to others. There is no formal responsibility for directing others.
2	Guidance	The job requires the provision of occasional guidance and training to others. The job does not have formal or official supervisory responsibilities.
3	Direction	The job requires some accountability for scheduling, assigning or coordinating work. It may also have accountability for recruiting and hiring. Employees check the quality of work and provide guidance, instruction, training and direction to others. Although the job does not require formal or official supervisory responsibility, the incumbent serves as group leader or acts in an informal “assistant supervisory” or “lead hand” role. In addition, the employee may be expected to provide information or suggestions on human resource matters. Direct accountability (see degree level 4) for 1 subordinate.

- 4 Small group responsibility
The job requires direct accountability for a small work group or unit. This includes responsibility for 2-6 employees. Job duties include the full range of supervisory activities such as hiring, training, assigning, monitoring and assessing work, promoting, etc., work involves ensuring that human resource related decisions are compatible with the organization's policies, practices and direction, (e.g. level of staffing, compensation decision).
- 5 Mid-size group responsibility
The job requires similar supervisory job requirements as described in Degree 4. The incumbent is accountable for supervising 7 – 12 employees.
- 6 Large group responsibility
The job requires similar job requirements as described in Degree 4. The incumbent is accountable for supervising 13 – 20 employees.
- 7 Large group responsibility
The job requires similar job requirements as described in Degree 4. The incumbent is accountable for supervising 21 – 50 employees.
- 8 Large group responsibility
The job requires similar job requirements as described in Degree 4. The incumbent is accountable for supervising more than 50 employees.

9. Impact

DEGREE	SCALE	DESCRIPTION
1	Very limited impact	Work results have limited impact beyond the immediate work section. Work is closely controlled through the structured nature of the work itself, routine cross checks, or close supervision by others. Errors might normally result in the loss of one's own time to correct the error , and/or minor damage, waste or financial loss.
2		Work results have occasional impact beyond the immediate work area but not outside UNBC. Work is closely controlled by monitoring accuracy or adherence to instructions. Errors might normally result in the loss of one's own time to correct the error and/or minor damage , waste or financial loss, and may have an effect on other employees.

- 3 Limited impact
 Work may have an indirect impact on public service or final results produced. Work results have impact beyond the immediate work area and possibly limited impact outside UNBC. Work and methods are controlled by monitoring accuracy, adequacy, or adherence to instructions. Errors might normally result in the loss of one's own and others' time to correct the error; **limited safety impacts**, damage, waste or financial loss; and effect on the morale of the employees or students.
- 4
 Work has direct impact on the final service produced but has limited impact outside of UNBC. Work at times controlled, is evaluated for compliance with technical standards and its overall appropriateness. Errors might normally result in the **moderate loss of time** and have limited safety impact, damage, waste or financial loss; and **effect on the morale of students or other employees**.
- 5 Direct Impact
 Work has direct impact on the final service produced. Work results have **impact beyond UNBC**. Work is evaluated for compliance with technical standards, appropriateness, and conformity to policy. Errors might normally result in the **substantial loss of time**; **moderate safety impacts**, damage, waste or financial loss; an effect on the morale of students or the employees; and/or **impact on public image**.
- 6
 Activities, decisions and approvals have an impact on the final service produced. Decisions and errors have a **moderate impact on operations**, safety, public image, and/or student and employee morale.
- 7 Wide-ranging
 Activities, decisions and approvals have wide-ranging impact on operations throughout UNBC. Decisions have a **major impact on operations**, financial management, safety, public image and/or student and employee morale.
- 8
 Activities, decisions and approvals have a wide-ranging impact on operations through out UNBC. **Errors in judgement could handicap UNBC** operations in all functional areas.
- 9 Extreme impact
 Such jobs are capable of errors in judgement which could **seriously handicap the operations and future of UNBC as a whole**.

10. Contacts

DEGREE

1. Ordinary courtesy and tact required in obtaining and/or handing out data or information. Generally has contact with other employees and the public.
2. Courtesy and tact required in explaining, exchanging data or information, with other departments within the organization. Contact with students as well as the public, requires courtesy.
3. Tact and discretion required to deal with or settle requests, complaints or clarification of information, either with others in the organization, or with the public. Frequent or continuous contacts including those with students/public require tact and courtesy. Some decision - making involved.
4. Diplomacy required when either recommending, discussing to clarify information, or collaborating with others. May have impact on the organization's image and reputation with the public. Regular contacts with students/employees/public to provide counselling or other forms of guidance.
5. Contacts are such that collaboration, problem-solving and negotiation with others is necessary to get results. Ongoing difficult contacts required to deal with students/employees/external organizations or the public on a frequent basis.
6. Job requires the employee to use tact and diplomacy to achieve co-operation and collaboration which affect the success of the organization's objectives or public image.
7. Contacts are for strategic, political and financial purposes and have long term organization-wide implications.

11. Environment

- | DEGREE | DESCRIPTION |
|--------|---|
| 1. | Minor conditions with little exposure. |
| 2. | Minor conditions with occasional exposure;
OR
Major conditions with little exposure. |
| 3. | Minor conditions with frequent exposure;
OR
Major conditions with occasional exposure. |
| 4. | Minor conditions with continuous exposure;
OR
Major conditions with frequent exposure. |
| 5. | Major conditions with continuous exposure. |

	Little (<20% of time)	Occasional (20-50% of time)	Frequent (50-80% of time)	Continuous (>80% of time)
Minor	1	2	3	4
Major	2	3	4	5

12. Work pressure and stress

DEGREES DESCRIPTIONS

1. Job involves limited work pressures. Deadlines are rare and the work pace is consistent. Interruptions and work flow fluctuations are infrequent.
2. Job involves some work pressures. Interruptions and pressing deadlines tend to be predictable. Tight, changing deadlines and conflicting demands occur occasionally.
3. Job involves moderate work pressures or demands on an intermittent basis. Interruptions, changing deadlines, multiple demands occur regularly but are most often predictable. Occasionally critical deadlines may occur.
4. Job involves moderate work pressures on a frequent or continuous basis. Interruptions, changing deadlines and multiple demands constantly arise and may be unpredictable.
5. Job involves heavy work pressures. Conflicting work pressures and interruptions in work flow are frequent and unpredictable. Work situations may be unpredictable with shifts in priorities and occasional critical deadlines.
6. Job involves extreme work pressures. Work pressures and interruptions in work flow is more or less continuous. Numerous conflicting demands, unpredictable interruptions and tight deadlines occur frequently.