

## Section 3: The Responsibility Criterion

### According to the *Equal Wages Guidelines, 1986*:

*Responsibility:*

7. *For the purposes of subsection 11(2) of the Act, the extent of responsibility by the employee for technical, financial and human resources shall be considered in assessing the responsibility required in the performance of work.*

### General Tips for Selecting, Creating and Adapting Factors Relating to the Responsibility Criterion

Ensure that factors:

- fit (i.e., are appropriate to) the Responsibility criterion
- are able to differentiate jobs
- do not overlap with others
- are clearly written
- are not gender-biased
- reflect what is valued in the organization
- measure job content

**Responsibility:**

- should be about responsibility for physical, human and intangible (e.g., information, financial) resources
- usually includes variables such as: significance, degree of probability of impact, degree of protection/safeguards, scope, quantity, size, value and accountability

### How to Recognize or Identify a Responsibility Factor

A job requirement that is important to, or could have an impact on, an organization, or which has a degree of accountability associated with it is usually considered a responsibility.



<b>Criterion 3: Responsibility</b>	
<b>Component A:</b>	<b>Component B:</b>
<b>Technical Resources</b>	<b>Financial Resources</b>
<b>Sample Factors</b> Responsibility for Products Responsibility for Quality	<b>Sample Factors</b> Financial Impact of Resources Controlled Confidentiality
<b>Component C:</b>	<b>Component D:</b>
<b>Human Resources</b>	<b>Other Responsibilities</b>
<b>Sample Factors</b> Responsibility For Interacting with People Responsibility For Others	<b>Sample Factors</b> Independence of Action Responsibility for Co-ordinating Work

## **A Summary of the Responsibility Factors that Follow**

### **Component A: Technical Resources**

#### **1. Responsibility for Products**

This factor measures the responsibilities involved in getting products from the point of inception to their final users. It assesses the responsibility of the job in terms of how responsibility for a product could affect the product itself and, accordingly, the organization's success in both a positive and a negative sense. The two variables to consider for product responsibilities are the degree of responsibility and the degree to which a responsibility — if not “properly” discharged — could affect the product and the organization.

#### **2. Responsibility for Quality**

This factor measures the degree of responsibility jobs entail for maintaining quality and quality control. All jobs require employees to do their best to ensure quality is maintained, but jobs vary in terms of the two variables to be measured in this factor: degree of accountability for the quality results and the different degrees of distinction — a tolerance for error that the quality standards allow.

### **Component B: Financial Resources**

#### **1. Financial Impact of Resources Controlled**

This factor measures responsibilities that could have a financial impact. Many jobs involve responsibility for some resources but to varying degrees. The two variables to be considered are the degree of accountability and the value of the resources involved.

#### **2. Confidentiality**

This factor measures the responsibility for ensuring confidentiality of information according to the sensitivity of the information. This factor considers the degree of responsibility employees have for working with confidential information in terms of the control they exert over that information and its sensitivity.

## **Component C: Human Resources**

### **1. Responsibility for Interacting with People**

This factor measures the intensity of the interactions employees have with others and the probable impact of the interactions that a job requires. The variables relating to this factor are the intensity of the interactions and the probable impact of these interactions on the organization.

### **2. Responsibility for Others**

This factor measures the responsibility for leading, directing and managing people. The variables relating to this factor are the scope of control over the work and the size of the impact in terms of the number of people in the group for which a job has responsibility.

## **Component D: Other Responsibilities**

### **1. Independence of Action**

This factor measures the degree of independence required in jobs. All jobs require some independent action but to varying degrees. Some jobs are highly structured and have many formal procedures, while others require judgements or actions that have no precedents to guide the employee. The variables for this factor are the degree of autonomy and the scope of judgement required.

### **2. Responsibility for Co-ordinating Work**

This factor measures the responsibility for co-ordinating everything other than subordinates, including elements such as: the co-ordination of information, material, processes, projects and everything else that contributes to the flow of work. The two variables for this factor are the degree of accountability and the degree of importance of the co-ordination to the entire operation.

## Responsibility for Products Notes for Evaluators

This factor measures what employees are responsible for in relation to a product and its production process. The level of responsibility will be measured according to two variables — degree of accountability, and the probable impact of the responsibilities. Since this factor looks at probable impact on the product it considers any checks and balances in place.

The product and process being contemplated have a number of elements: input or ingredients, production, and testing. In addition, other roles contribute to the ability to get the product to the customer or client — for example, administration-type roles. When evaluating jobs against this factor, include all aspects related to getting the product made, tested and into the customer's or client's hands.

### Variables

#### 1. Degree of Accountability

This variable refers to the degree to which a job involves accountability. Some issues to consider are whether: employees must report or account for their decisions/actions; there are standards which they are expected to meet; results can be attributed to a position, to a team or to chance.

#### Sample Definitions

- *Highly Limited:* May be defined as having strict rules and protocol to follow thereby reducing accountability and the link to a position
- *Moderate:* Procedural guidelines to follow and periodic checks done
- *Extensive:* Does not lend itself to procedural controls, often judged after the fact, e.g., see the questionnaire section, question 3

#### 2. Degree of Probable Impact

This variable relates to the probable impact - positive and negative, that jobs could have, given the level of responsibility involved. When rating on this variable, be sure to look at impact that is real and measurable. This is one variable where bias could easily result, so it must be used carefully and sensitively. Do not exaggerate or minimize probable impact. Look for real examples and document reasons.

### Sample Definitions

- *Minor*: Restricted to time to repeat or results in small delays
- *Moderate*: Likely to entail bothersome consequences such as small costs, customer irritation or inconvenience
- *Major*: Consequences likely to cause client/customer dissatisfaction or product defects, can cause costly corrections or reimbursements
- *Extremely Significant*: Likely to affect organizational profitability, safety of product or result in costly litigation

*Note: If this factor is selected along with any other factor that includes questions on product responsibility such as Financial Impact, eliminate the questions on product responsibility in the question section for the other factors.*

*Note: If an organization chooses, a similar factor to this could be created for services or combined product and services responsibility.*

## Responsibility for Products Factor

This factor measures the responsibilities involved in getting products from the point of inception to their final users. It assesses the responsibility of the job in terms of how the job responsibility for a product could affect the product and, accordingly, the organization's success in both a positive and negative sense. The two variables to consider for product responsibilities are the degree of responsibility, and the degree to which a responsibility — if not “properly” discharged — could affect the product and the organization.

Degree of Accountability	Degree of Probable Impact			
	Minor	Moderate	Major	Extremely Significant
Highly Limited	Level 1	Level 2	Level 3	Level 4
Moderate	Level 2	Level 3	Level 4	Level 5
Extensive	Level 3	Level 4	Level 5	Level 6

### Level One

- Job involves little to no responsibility for products
- Job has a *highly limited* accountability for products with a probability of *minor* impact.

### Level Two

- Job requires some responsibility for products
- Job may entail *moderate* accountability for products with a probability of *minor* impact, or *highly limited* accountability with a probability of *moderate* impact.

### Level Three

- Job involves moderate responsibility for products.
- Job may involve *extensive* accountability for products with a probability of *minor* impact, or *moderate* accountability with a probability of *moderate* impact, or *highly limited* accountability with a probability of *major* impact.

#### Level Four

- Job involves significant responsibility for products.
- Job may involve *extensive* accountability for products with a probability of *moderate* impact, or *moderate* accountability with a probability of *major* impact, or *highly limited* accountability with a probability of *extremely significant* impact.

#### Level Five

- Job involves very significant responsibility for products.
- Job may involve *extensive* accountability with a probability of *major* impact, or *moderate* accountability for products with a probability of *extremely significant* impact.

#### Level Six

- Job involves extremely significant responsibility for products.
- Job involves *extensive* accountability for products with a probability of *extremely significant* impact.



## Responsibility For Products Questions For Job Information

1. What responsibilities does your job involve in relation to working with or producing a product (e.g., a consumer product, speech, printed products, research report)? For example:

checking quality	photocopying
co-ordinating contractors	pricing
co-ordinating work of others	printing
delivering/transporting	proofreading
designing	purchasing
drafting	researching
editing	selecting
handling	sourcing
inventory control	storing
negotiating financial transactions/selling	writing

Please describe your product responsibilities:

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2. The following is a **sample** list of probable consequences if tasks are not done efficiently or effectively:

- customer/client/patron complaints/praise
- delivery delays
- employee frustration
- higher/lower cost to the organization
- safety of product
- negative/positive impact on reputation
- probable lawsuits/settlements
- response time reduced/too long
- very little beyond having to repeat the task

Please describe the probable consequences that could occur as a result of your product responsibilities if your role is not executed on a timely basis or errors occur, assuming due care was exercised:

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## Responsibility for Quality Notes for Evaluators

In this era of total quality management and continuous improvement, responsibility for quality might be considered an obvious requirement for all employees. However, such responsibility will likely still be viewed as measurable to varying degrees in different jobs. This factor measures the degree of responsibility jobs have for maintaining quality and quality control. The two variables for this factor are the degree of accountability for the quality of results and the different degrees of distinction or sharpness of the threshold between “acceptable” or “non-acceptable” quality.

### Variables

#### 1. Degree of Accountability

This variable relates to the degree of accountability the job requires of employees. Some issues to consider are whether: employees must answer for or report their decisions/actions; there are standards which they are expected to meet; results can be attributed to a position, a team or chance.

#### Sample Definitions

- *Highly Limited:* May be defined as having strict rules and protocol to follow; work must be checked or verified, which minimizes responsibility and potential impact
- *Moderate:* Procedural guidelines to follow and periodic checks to ensure no errors have been made
- *Extensive:* Does not lend itself to procedural controls, often judged after the fact, e.g., customer dissatisfaction may be the first opportunity to detect problem

#### 2. Degree of Distinction

The degree of distinction variable refers to the amount of leeway or the type of quality threshold involved in the job responsibilities. All jobs require employees to be accurate or correct. However, the degree of tolerance for errors often varies between job functions.

#### Sample Definitions

- *Coarse/Obvious:* Quality distinctions are required where there is a right or wrong answer. For example, spelling is either correct or not, calculations are either correct or not.
- *Moderate/Average:* Quality distinctions are required when there is a bit more grey
- *Fine/Subtle:* Distinctions are usually difficult to see unless trained or using equipment to aid
- *Extremely Fine/Precise:* Specifications are very exact and require careful scrutiny of each item

### Responsibility for Quality Factor

This factor measures the degree of responsibility jobs have for quality and quality control. The two variables for this factor are the degree of accountability for quality results and the different degrees of distinction in the quality thresholds or standards.

Degree of Accountability	Degree of Distinction			
	Coarse/ Obvious	Moderate/ Average	Fine/ Subtle	Extremely Fine/ Precise
Highly Limited	Level 1	Level 2	Level 3	Level 4
Moderate	Level 2	Level 3	Level 4	Level 5
Extensive	Level 3	Level 4	Level 5	Level 6

#### Level One

- Job involves minimal responsibility for quality.
- Job involves *highly limited* accountability for quality, and the tasks involve *coarse/obvious* quality distinctions, e.g., right or wrong, pass or fail.

#### Level Two

- Job involves some responsibility for quality.
- Job may involve *moderate* responsibility for quality with *coarse/obvious* quality distinctions, or *highly limited* accountability with *moderate/average* quality distinctions.

#### Level Three

- Job involves moderate responsibility for quality.
- Job may involve *extensive* responsibility for quality with *coarse/obvious* quality distinctions, or *moderate* accountability with *moderate/average* quality distinctions, or *highly limited* accountability with *fine/subtle* quality distinctions.

#### Level Four

- Job involves significant responsibility for quality.
- Job may involve *extensive* accountability for quality with *moderate/average* quality distinctions, or *moderate* accountability with *fine/subtle* quality distinctions, or *highly limited* accountability with *extremely fine/precise* quality distinctions.

**Level Five**

- Job involves very significant responsibility for quality.
- \* Jobs may involve *extensive* accountability for quality with *fine/precise* distinctions, or *moderate* accountability with *extremely fine/precise* quality distinctions.

**Level Six**

- Job involves extensive responsibility for quality.
- Job involves *extensive* accountability with *extremely fine/precise* quality distinctions.

## Responsibility For Quality Questions for Job Information

All jobs require maintaining or controlling quality to varying degrees. Some jobs may require employees to perform their own functions with quality as an underlying goal. Other employees might be responsible for monitoring and controlling the quality of work others produce, and some might be responsible for determining quality standards. The following questions are designed to determine the requirements in your job that relate to quality of work/product/service.

1. The following are types of tasks or functions related to responsibility for quality. For **example**:

- check the spelling and grammar for correspondence I am asked to prepare
- develop improvement ideas
- develop quality standards for product acceptance
- ensure preventative maintenance is done to avoid malfunctions
- meet product specifications given in millimetres
- monitor equipment to ensure proper functioning
- create quality food for customer satisfaction
- meet dietary requirements including % fat content, calories and so on
- verify the numbers and balances prepared by the staff

Please describe your job's **tasks and functions** with regard to quality:

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2. How do you know when you have accomplished quality with the tasks and functions listed? For **example**:

calibrating equipment accepts the product	parts fit together precisely
no returns	quality assurance indicates no defects
numbers balance	repeat business

Describe quality distinctions for each task or function listed:

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3. The following are **sample** degrees of accountability related to responsibility for quality:

- limited accountability, e.g., tasks must be verified, authorized or signed for by someone else
- moderate accountability, e.g., procedural process must be followed and includes tests to use
- unlimited accountability where there are no predesigned tests to be used

For every type of quality responsibility task or function that you listed please describe your degree of accountability:

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4. **When** would you likely discover quality problems? For **example**:

- during process or immediately upon completion because something would not work
- only if customer/client or some other outside party indicates a problem
- when doing a quality check
- upon supervisory review or quality control testing

Please describe **when** quality problems would likely be discovered for each quality component of your job:

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## Financial Impact of Resources Controlled

### Notes for Evaluators

This factor measures what employees are accountable for and the significance of the responsibilities to the operation of the organization. A number of issues should be kept in mind when using this factor. Consider revenue-generating as well as spending responsibilities. Both have significant potential if not discharged well and should be seen as opposite sides of the same coin. Other types of responsibilities to include are administration and maintenance to the extent they relate to financial matters.

### Variables

#### 1. Value of Resources

The value levels should be defined for each organization with boundaries that differentiate effectively according to the size of budgets and dollar cut-offs that make sense.

Always look at the probability of errors occurring. There are usually safeguards in place to prevent most of the common errors and if not, some should be developed. Checks and balances reduce the accountability element of a job by minimizing the potential for error.

Errors could be caused by acts of commission (something done incorrectly), or of omission (something not done that should have been).

### Sample Definitions

No financial value responsibility

- *Very Low*: e.g., petty cash, amount that does not require approval
- *Low*: e.g., \$100 - \$4,999
- *Moderate*: e.g., \$5,000 - \$24,999
- *High*: e.g., \$25,000 - \$74,999
- *Very High*: e.g., over \$75,000

The value levels should be defined for each organization with boundaries that differentiate effectively according to the size of budgets and dollar cut-offs that make sense.

## 2. Degree of Accountability

This variable relates to the degree to which positions answer for financial operations. Some issues to consider are whether: employees must report or account for their decisions and actions; there are standards which they are expected to meet; results can be attributed to a position, a team or chance.

### Sample Definitions

- *Highly Limited:* May be defined as having strict rules and protocol to follow which minimizes responsibility and probable impact
- *Moderate:* Guidelines to follow and regular checks to ensure no problems have occurred
- *Extensive:* Employee must ensure thoroughness and accuracy; otherwise problems may occur that will not be detected until after the impact has occurred

### Financial Impact of Resources Controlled Factor

This factor measures responsibilities that could have a financial impact. Many jobs have responsibility for some resources but to varying degrees. The two variables to be considered are degree of accountability and the degree of value involved.

Degree of Accountability	Degree of Value of Resource					
	No Value	Very Low	Low	Moderate	High	Very High
Highly Limited	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
Moderate	Level 1	Level 3	Level 4	Level 5	Level 6	Level 7
Extensive	Level 1	Level 4	Level 5	Level 6	Level 7	Level 8

#### Level One

- Job does not involve any financial responsibility.

#### Level Two

- Job involves minimal responsibility for resources.
- Job may involve *highly limited* accountability for resources of *very low* value.

#### Level Three

- Job involves minor responsibility for resources.
- Job may involve *moderate* accountability for resources of *very low* value, or *highly limited* accountability for resources of *low* value.

#### Level Four

- Job involves some responsibility for resources.
- Job may involve *extensive* accountability for resources of *very low* value, or *moderate* accountability for *low* value resources, or *highly limited* accountability for resources of *moderate* value.

#### Level Five

- Job involves moderate responsibility for resources.
- Job may have *extensive* accountability for resources of *low* value, or *moderate* accountability for resources that are of *moderate* value, or *highly limited* accountability for resources of *high* value.

**Level Six**

- Job involves significant responsibility for resources.
- Job may involve *extensive* accountability for resources of *moderate* value, or *moderate* accountability for resources of *high* value, or *highly limited* accountability for resources of *very high* value.

**Level Seven**

- Job involves very significant responsibility for resources.
- Job involves *extensive* responsibility for resources of *high* value, or *moderate* accountability for resources of *very high* value.

**Level Eight**

- Job involves very significant responsibility for resources
- Job involves *extensive* accountability for resources of *very high* value.

## Financial Impact of Resources Controlled

### Questions for Job Information

All jobs entail responsibilities for something of value to an organization, whether it be purchasing, administering, or recording. One way to measure the worth or importance of the contribution of each job is to look at the potential impact a job could have on the organization's financial position (both positive and negative) if the responsibilities associated with it are or are not properly carried out. The following questions are designed to determine the potential impact of a job by examining the nature of the tasks required, the probable results and the checks and balances that are in place. As in the other factors, this factor examines or focuses on the job and assumes satisfactory performance. The following questions ask what results you are paid to accomplish or what consequences you are paid to prevent — assuming due care is exercised.

1. What is the nature of your involvement in budgets, financial records or program and project estimates? For **example**:

analysis and monitoring	maintaining accurate records
assembling or compiling information or data	pricing
direct accountability for performance against budget/estimates	setting budgets/estimates
inputting financial data	revenue generation

Please describe:

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2. The following is a **sample** list of probable results related to responsibilities for budgets, financial records or program/project estimates:

- |                              |  |
|------------------------------|--|
| delays or deadlines met      | loss or gain in business               |
| increased/decreased costs    | under-utilization of funds             |
| unknown financial situation  | commitments that must be cancelled     |
| negative or positive balance | very little beyond time to repeat task |

Please describe the probable results related to the responsibilities listed in Question 1, above, and indicate the estimated dollar value involved:

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3. What is your responsibility involvement for tools, equipment or supplies? For **example**:

- |                       |                      |           |
|-----------------------|----------------------|-----------|
| cleaning              | maintenance (simple) | recording |
| delivering            | monitoring levels    | sourcing  |
| inventory             | operating            | storing   |
| maintenance contracts | purchasing           |           |

Please describe your responsibilities for equipment, tools or supplies, and indicate the value of the tools, equipment or supplies for which you are responsible:

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4. The following is a **sample** list of probable results related to tool, equipment or supply responsibilities:

- |                              |  |
|------------------------------|--|
| damaged equipment            | loss or gain in business               |
| delays or deadlines met      | overpayment for item                   |
| increased or decreased costs | very little beyond time to repeat task |
| injuries to self or others   |  |

Please describe the probable results related to the responsibilities listed in Questions 3, above, and indicate the estimated dollar value involved:

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5. What responsibilities are part of your job in relation to working with or producing a product (e.g., a consumer product, speech, printed products, research report)? For **example**:

- |                           |                       |                 |
|---------------------------|-----------------------|-----------------|
| checking quality          | handling              | purchasing      |
| co-ordinating contractors | inventory control     | quality control |
| co-ordinating suppliers   | negotiating financial |                 |
| delivering/transporting   | transactions/selling  | researching     |
| designing                 | photocopying          | selecting       |
| drafting                  | pricing               | sourcing        |
| editing                   | printing              | storing         |
|                           | proofreading          | writing         |

Please describe your product responsibilities:

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6. The following is a **sample** list of probable results related to product responsibilities listed above:

- |                               |  |
|-------------------------------|--|
| customer complaints or praise | potential lawsuits or settlements            |
| delivery delays               | response time too long                       |
| increased or decreased cost   | very little beyond having to repeat the task |

Please describe the probable results related to the responsibilities listed in Question 5, above, and indicate the estimated dollar value involved:

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7. What responsibilities are part of your job in relation to working with information or data in order to protect or maximize the organization's resources? For **example**:

- |   |   |
|---|---|
| analyze credit and collections                      | file personnel information                      |
| develop internal control procedures or policies     | interpret or develop accounting procedures      |
| ensure adequate insurance coverage                  | process accounts payable or receivable, payroll |
| ensure compliance with regulations (indicate which) | update inventory files                          |

Please describe your responsibilities for information or data and indicate an estimate for any dollar value involved in these responsibilities:

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8. The following is a **sample** list of probable results related to information or data responsibilities:

complaints or praise generated  
files found or misplaced  
incorrect records  
lawsuits or settlements

loss of a supplier  
payments early or not made on time  
time to correct error  
wrong information

Please describe the probable results related to the responsibilities listed in Question 7, above, and indicate the estimated dollar value involved:

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9. a) Please describe your responsibility for any other resources not already listed (excluding ones that are included separately under another factor such as people resources, which is covered under Responsibility for Others):

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b) What are the probable results related to carrying out, or failing to carry out, these responsibilities listed in part a) and indicate the estimated dollar value involved? (If anything has been missed, consider the issues and responses raised in the previous questions to help in responding to this section.)

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10. Indicate which of the following checks and balances are in place to ensure any problems (whether clerical, judgemental or due to an oversight) are prevented or detected as soon as possible for your job duties:

- accounting reports indicate that something is amiss
- more than one signature required
- must get approval for anything unusual
- quality assurance will detect problem
- testing stage designed to detect any problems before full run
- temperature gauges will provide warning prior to a problem causing damage
- balancing routines and internal control procedures should detect most errors
- errors could go undetected and, ultimately, have significant impact on:
  - the organization's profitability
  - the organization's reputation
  - service delivery
- minimal checks and balances are in place to catch errors
- schedule indicates project is behind
- segments or components of work must be approved by supervisor
- task cannot be completed if an error has been made
- other (please describe):

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## Confidentiality Notes for Evaluators

This factor measures the importance or potential impact of the job requirements for maintaining confidentiality. Maintaining confidentiality in this sense means keeping information private and not disclosing it. It is an unusual factor because it is the responsibility for not doing something rather than for doing it. The two variables for this factor are the degree of access to information and the sensitivity of the information.

### Variables

#### 1. Degree of Access

This variable relates to the extent to which the job entails having access to information, or requires that the information be kept confidential. Issues to consider are authority to access, and actions required to protect confidentiality.

##### Sample Definitions

- *Highly Limited:* Requires authority or prior approval, password or lock and key control access
- *Moderate:* Procedures set out how information is accessed in general terms but not in detail
- *Extensive:* No real controls on access

#### 2. Degree of Sensitivity

This variable relates to the importance to the organization of keeping information confidential. Consider the reasons for confidentiality — whether to maintain privacy or a competitive position, for example.

##### Sample Definitions

- *Neutral/Nonsensitive:* No personal or organization-specific information that is at all private, damaging or unique; usually widely available
- *Moderately Sensitive:* Personal or organizational information that is private such as credit information, policies regarding refunds, timing for sales, financial status, layoff plans, predisposed severance options, or reorganization plans
- *Very Sensitive:* Organization secrets, competitive information, customer information and personnel information that is highly personal; recipes, production process, customer or client information that is commercially exploitable; timing and details of policy changes, interest rate change plans, new products being developed.

## Confidentiality Factor

This factor measures the responsibility for ensuring confidentiality of information according to its sensitivity. This factor considers the degree of responsibility employees have for working with confidential information in terms of the control they have over that information and its sensitivity.

Degree of Access	Degree of Sensitivity		
	Neutral/Non-sensitive	Moderately Sensitive	Very Sensitive
Highly Limited	Level 1	Level 2	Level 3
Moderate	Level 1	Level 3	Level 4
Extensive	Level 1	Level 4	Level 5

### Level One

- Job involves little to no responsibility for confidentiality.
- Job involves access to information but it is *neutral/non-sensitive* information.

### Level Two

- Job involves some responsibility for confidentiality.
- Job may involve *highly limited* access to information which is *moderately sensitive*.

### Level Three

- Job involves a moderate degree of responsibility for confidentiality.
- Job may involve *moderate* access to *moderately sensitive* information, or *highly limited* access to *very sensitive* information.

### Level Four

- Job involves a high degree of responsibility for confidentiality.
- Job may involve *extensive* access to information which is *moderately sensitive*, or *moderate* access to information which is *very sensitive*.

### Level Five

- Job involves a significant degree of responsibility for confidentiality.
- Job involves *extensive* access to information which is *very sensitive*.

## Confidentiality Questions for Job Information

All jobs require employees to deal with or have access to information in their organization to varying degrees. This information may or may not be confidential or sensitive. The following questions are designed to determine the degree to which your job requires you to deal with information which is sensitive or confidential. The questions assume employees do not break any rules or boundaries to gain access to information, but rather that the job requires the interactions with the specific information.

1. a) Does your job involve dealing with confidential information?  yes  no
- b) If yes, what kind of policies are in place to ensure the protection of the confidentiality?

- computer passwords
- employees get only partial information
- locked cabinet or office
- information is not available until public
- information only available in general, not specific terms
- all information is available, but requires a pledge of secrecy
- some information is available, but requires a pledge of secrecy
- other:

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2. The following is a **sample** list of potentially confidential information:

budget data	organization services
client status, personal particulars	payroll information
complaints (particulars)	personnel information
correspondence from the public	policies regarding refunds
credit information	prediscovered severance options
customer specifications	production processes
customer profile facts (e.g., status, numbers)	profitability status

estimating formulae  
financial status  
income security program data  
interest rate change plans  
layoff plans  
marketing ideas or plans  
medical status particulars  
national security codes  
new products being developed  
organization financial data  
organization-specific techniques

project component costs  
quotation techniques  
recipes  
reorganization plans  
safety records  
scientific research particulars  
supplier profiles  
taxation information  
timing for sales  
timing and details of policy changes

Please describe the confidential information your job requires you to work with. In addition, please describe how much of the information your job requires that you have access to, for example, all of the relevant aspects or just some of them, e.g., partial ingredients or all ingredients:

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3. How is the confidentiality of the information with which you work important to the organization? For **example**, it is essential to:

keep production processes private  
limit publication of corporate plans  
maintain personal privacy  
prevent negative rumours

protect copyright or patents  
safeguard marketing strategy  
keep financial information secure

Please describe the importance of the confidentiality to the organization of each kind of information with which you work:

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## Responsibility for Interacting with People Notes for Evaluators

This factor measures the job responsibility for interacting with other people and the effects or impacts of these interactions. Some jobs required employees to gather or elicit information that the other person either wants to share, or has no reason not to share. For example, employees may be required to determine account balances or verify that information is correct. Another job entail developing constructive interactions in the context of problem solving.

If jobs require employees to interact with numerous types of people, rate those interactions that result in the highest potential impact for the organization. This factor does not consider the requirement to have contact with or supervise subordinates, as that is already covered under Responsibility For Others. The two variables for this factor are the intensity of interaction and the probable impact.

### Variables

#### 1. Intensity of interaction

A consideration is the relative difficulty of interactions. This difficulty may be greater because the job enables the employee to have more ability, or power, to affect outcomes or success of interactions.

### Sample Definitions

- *Superficial*: Both parties want to share information or be involved in the interaction. It usually involves an employee being able to offer or provide something that the other party wants. Employee tends to have the power, e.g., signature for a delivery.
- *Moderately Intense*: Usually involves exchange of facts, that is not positive or negative, just neutral. Power to affect outcomes is about equal for both employee and contact.
- *Very Intense*: One or both parties have a reason for resisting or rejecting the interaction. Usually involves co-operation or an exchange of money or information that one party does not want to give. Employee tends not to have the power to ensure outcomes.

#### 2. Probable Impact

The probability of a major impact should determine the level. The issue is not possibility. If the possibility of a major impact exists, but it is improbable, then it should not be considered.

## Sample Definitions

- *Minor*: Successful or unsuccessful interaction may result in minimal value, time, energy, gained or lost.
- *Moderate*: Successful or unsuccessful interaction may result in a moderate amount of value, time, energy, reputation gained or lost.
- *Major*: Successful or unsuccessful interaction may result in extensive value, time, energy, reputation gained or lost.



## Responsibility for Interacting with People Factor

This factor measures the intensity of the interactions employees have with others and the probable impact resulting from the interactions that are required in jobs. The variables to be evaluated on this factor are the intensity of the interactions and the probable impact for the organization resulting from the contacts.

Intensity of Interactions	Probable Impact		
	Minor	Moderate	Major
Superficial	Level 1	Level 2	Level 3
Moderately Intense	Level 2	Level 3	Level 4
Very Intense	Level 3	Level 4	Level 5

### Level One

- Job requires little or no interaction with people.
- Job may require *superficial* interactions with people which have *minor* impact probability.

### Level Two

- Job requires some interaction with people.
- Job may require *moderately intense* interactions with people with *minor* impact, or *superficial* interactions with people which have *moderate* impact.

### Level Three

- Job requires moderate interaction with people.
- Job may require *very intense* interactions with *minor* impact, or *moderately intense* interactions with people with *moderate* impact, or *superficial* interactions with *major* impact.

### Level Four

- Job requires significant interaction with people responsibility.
- Job may require *very intense* interactions with *moderate* impact, or *moderately intense* interactions with people with *major* impact.

### Level Five

- Job requires very significant interaction with people.
- Job requires *very intense* interactions with people which probably have *major* impact.

## Responsibility for Interacting with People Questions for Job Information

Most jobs involve responsibility for interacting with people. The nature of the responsibility, however, can differ quite dramatically from one job to another. The following questions are designed to determine the purpose and nature of this responsibility; who the contact is with; what type of informational needs are involved; and, the effects of your contacts on the organization. This factor excludes responsibility for supervising subordinates, which is covered under another factor.

1. The following is a **sample** list of types of people you might be required to interact with:

advocacy groups	management
children	media
customers/clients/patrons/subscribers	passengers
employees in other areas or departments	people from other jurisdictions, e.g., dignitaries
families of patients	representatives from professional agencies
financial institution personnel	residents or patients
general public	students
government officials (e.g., health & safety)	suppliers
industry association personnel	unions
law enforcement personnel	volunteers
legal counsel	

Please list the types of people your job requires that you interact with:

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2. Is interacting with people:

- a minor part of your job
- an important part but not the main point of your job
- the main point of your job

Explain briefly:

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For each of the types of people listed above (in Question 1) that you interact with as part of your job, fill out the following set of questions (if you need more sets, ask for extra copies):

3. a) Type of person: \_\_\_\_\_

b) What is the nature of the interactions with the type of person listed? Are they usually:

- superficial/casual  intense/significant  something in between or mixed

Please describe the circumstances or reasons for your choice above and give some examples to illustrate:

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4. Think about the type of interactions you have with the type of person indicated in Question 3a), above, and answer the following question regarding the nature of the information being exchanged.

The following is a **sample** list of types of solutions or information that employees in your job must either give or get from another person:

- |                  |                         |
|------------------|-------------------------|
| advice           | project status          |
| assessment       | refund approval         |
| assignments      | rerouting particulars   |
| bill of material | scheduling expectations |

comforting or consoling  
counselling  
diagnosis  
directions  
education or training  
emergency response  
information on services  
intervention  
instructions  
listening ear  
mediation  
objectives  
organization policies

ticket or pass  
advice on appropriate action  
client or customer needs  
consent or agreement  
credit history  
engineering specifications  
funding approval  
price concessions  
promise or payment  
settlement  
the deal or contract  
vital facts from people in distress

Describe your job solution or information requirements according to what you are:

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Required to give

Required to get

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d) What would happen if your interactions were successful or unsuccessful? For **example**:

child would learn effective ways to communicate  
customer would go elsewhere  
publicity would be negative  
organization would pay too much  
patient would not get cleaned  
patrons would get good service

Please describe probable results of each type of interaction:

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## Responsibility for Others Notes for Evaluators

When measuring the level of responsibility in this area, consider both formal and informal requirements. Many jobs involve supervisory or managing responsibilities even if these responsibilities are not an “official” part of the position. Many jobs require employees to provide training to others, or counsel employees regardless of their official titles.

Consider line responsibilities of supervisors and managers for their employees as well as specialized functions delegated to staff advisors, e.g., human resources personnel.

The terms “indirect” and “direct reporting” may not be commonly known in all organizations. They refer to the reporting hierarchies. In some cases, employees may have their job structured and managed by one level of management but given day-to-day supervision and direction by a lower level supervisor. Direct reporting relationships are daily ones that are usually detailed but not usually policy-oriented. Indirect reporting relationships are usually broader in nature and less focused on the details. Managers usually have indirect reporting relationships with employees through supervisors, and human resources personnel usually have indirect reporting relationships with employees through supervisors and managers. The job responsibilities of human resources personnel or managers for “others” (including contract workers and all levels of part-time and full-time employees) affect employees even if they do not see or interact with these staff members directly.

### Variables

#### 1. Scope of Control

This variable relates to the range of control and authority over the work of others, as well as the accountability for exercising this control and authority. Also measured is advice and influence on the exercise of control and authority.

#### Sample Definitions

- *Demonstrating/Modelling*: A guiding role, involves minimal control or authority; may involve showing methods to equals, employees junior or senior to oneself or contract workers, usually informal
- *Training/Monitoring*: More formal, involves quality control and review of work against standards, specifications or instructions; analogous staff functions could include measuring qualifications against standards, surveying training requirements and delivering training

- *Determining*: Formal authority and accountability for setting work requirements for subordinates; analogous staff functions could include job analysis and description of policies and standards reflecting work requirements
- *Managing*: Very formal accountability; includes all facets of monitoring, determining and controlling the work being performed; ultimately responsible for the work done. Analogous staff functions could include setting human resources policies, programs and standards

## 2. Size of Impact

This variable relates to the dimensions of responsibility for others. It may be measured in numbers, or in qualitative terms.

### Sample Definitions

- *Nil*: No responsibility for others
- *Small*: 1-3 workers, a sub-unit or contract workers for a specific project
- *Medium*: 4-10 workers, a small department or contract workers whenever needed in a department
- *Large*: 11-20 workers, a moderate size department or contract workers whenever needed in general
- *Very Large*: Over 20 workers, a large department

The boundaries for scope and size should be differentiated according to degrees that make sense for the specific organization. They can be expanded or shrunk according to the needs of the organization.

## Responsibility for Others Factor

This factor measures the responsibility for leading, directing and managing people. The variables for this factor are: the scope of control over the work and the size of the impact as measured through the number of people in the group for which a job has responsibility.

Scope of Control	Probable Impact				
	Nil	Small	Medium	Large	Very Large
Demonstrating/ Modelling	Level 1	Level 2	Level 3	Level 4	Level 5
Training/ Monitoring	Level 1	Level 3	Level 4	Level 5	Level 6
Determining	Level 1	Level 4	Level 5	Level 6	Level 7
Managing	Level 1	Level 5	Level 6	Level 7	Level 8

### Level One

- Job does not involve any responsibility for others.

### Level Two

- Job involves minimal responsibility for others.
- Job involves *demonstrating/modelling* work for a *small* group of workers.

### Level Three

- Job involves some responsibility for others.
- Job may involve *training/monitoring* work for a *small* group of workers or *demonstrating/modelling* work for a *medium* size group.

### Level Four

- Job involves a moderate degree of responsibility for others.
- Job may involve *determining* work for a *small* group of workers, or *training/monitoring* work for a *medium* size group, or *demonstrating/modelling* work for a *large* group.



**Level Five**

- Job involves a high level of responsibility for others.
- Job may involve *managing* of a *small* group of workers, **or** *determining* work for a *medium* size group, **or** *training/monitoring* of a *large* group, **or** *demonstrating/modelling* work for a *very large* group.

**Level Six**

- Job involves a very high level of responsibility for others.
- Job may involve managing a *medium* size group of workers, **or** *determining* work for a *large* group, **or** *training/monitoring* work for a *very large* group.

**Level Seven**

- Job involves extremely high level of responsibility for others.
- Job may involve *managing* a *large* group, **or** *determining* work for a *very large* group.

**Level Eight**

- Job involves extremely important responsibility for others.
- Job involves *managing* a *very large* group of workers.

## Responsibility for Others Questions for Job Information

Many jobs involve having responsibility for others even though these jobs do not officially have the status of a supervisory position. The following questions are designed to determine the type of interactions your job has with others and the degree of responsibility involved.

1. a) The following are **samples** of job requirements for responsibility for others. Some examples may be performed by jobs at different levels, e.g., by supervisors and managers. Some functions may fit in more than one category, e.g., determining and managing. This list is not meant to be exhaustive, only illustrative.

### Demonstrating/modelling

coaching	mentor/model for new employees
showing work techniques, procedures	orienting new employees

### Training/monitoring

checking/reviewing work of others	monitoring safety procedures
conducting salary surveys	monitoring performance
correcting work of others	reviewing job applications
delivering training	safety training
interviewing job applicants	surveying training requirements
measuring qualifications against standards	training employees

### Determining

assigning work to others	job analysis
changing job requirements	recommending who to hire
counselling employees ( <u>describe</u> type)	recruiting new workers
description of standards to reflect work	scheduling work
designing safety clothes and equipment	setting standards for quality and timeliness
designing training programs	setting work requirements
determining training needs	
determining job requirements	
determining jobs' physical requirements	
determining salary	
developing safety rules and standards	
disciplining employees	

**Managing**

conducting salary reviews  
appraising/evaluating performance  
setting human resources policies

setting programs and standards  
setting person year requirements

Please describe any responsibility your job requires for the work of others:

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b) Please indicate the number of workers involved or affected by the responsibilities listed above (include part-time and full-time, contract workers and any other workers and indicate approximate numbers on an annual basis — or indicate the basis for the answer, e.g., per month or during the summer only):

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2. a) Does your job require you to supervise or manage anyone?  yes  no

b) If yes, how many employees report to you directly? \_\_\_\_\_

c) How many employees report to you indirectly (through others)? \_\_\_\_\_

Describe reporting relationship (if not usual, i.e., employees report to a supervisor who reports to you):

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## Independence of Action Notes for Evaluators

Consider the level of freedom allowed and initiative expected from employees. Some jobs have highly structured routines and procedures that prevent employees from exercising any initiative while other jobs demand it. This is separate from the performance and initiative shown by individual employees.

Jobs differ with respect to the level of judgement required. Some jobs require independent decisions or actions where there is limited judgement beyond deciding which task to do first. It may even be an arbitrary decision in some cases. Judgement is often related to whether or not there have been any precedent situations to guide the response. Some jobs require employees to operate without precedents as guidance, while other employees are not expected to change the way things have been done for decades.

Consider the type and level of guidance available to employees when making decisions or choosing courses of action. Some jobs require employees to act without guidance unless it is absolutely necessary, while other jobs require employees to consult a superior regarding any deviation from the normal routine. Guidance can come from precedents or from more general ethical standards.

### Variables

#### 1. Degree of Autonomy

This variable relates to the degree to which employees control their own work as opposed to rules, procedures, policies, supervisory presence or instructions dictating actions required.

#### Sample Definitions

- *Minimal*: Everything (to the degree possible) is set out with structure and rules and even timing requirements to guide actions required
- *Moderate*: Some restrictions, but employees have control over setting priorities and pace
- *Extensive*: Minimal rules, leaving employees with significant control over their own work

#### 2. Scope of Judgement

This variable relates to the degree to which the job requires judgement or decisions to determine how the work is to be done.

### Sample Definitions

- *Minimal:* Work is mostly repetitive and predictable with little need for judgement
- *Moderate:* Work may present some unusual circumstances that require judgement or choices to be made
- *Extensive:* Work presents difficult choices or unique situations that require judgement

Note that, while it is possible for some jobs to have minimal autonomy but require extensive judgement, this would be unusual. In those cases, employees would be expected to refer to their supervisor for approval or assistance. The other scenario that may seem unusual is extensive autonomy with minimal judgement. This scenario might be common for jobs in which employees are expected to act very independently but there are no decisions to make or their choices can be arbitrary.

## Independence of Action Factor

This factor measures the degree of independence required in jobs. All jobs require some independent action, but to varying degrees. Some jobs are highly structured and have many formal procedures, while others require judgements or actions that have no precedents to guide the employee. This factor measures the degree of independence required in terms of the degree of autonomy and the scope of judgement required.

Degree of Autonomy	Scope of Judgement		
	Minimal	Moderate	Extensive
Minimal	Level 1	Level 2	Level 3
Moderate	Level 2	Level 3	Level 4
Extensive	Level 3	Level 4	Level 5

### Level One

- Job requires little or no independence of action.
- Job has *minimal* autonomy and there is minimal scope of judgement required.

### Level Two

- Job requires some independence of action.
- Job may require *moderate* autonomy with *minimal* scope of judgement, or there is a *moderate* autonomy with *minimal* scope of judgement required.

### Level Three

- Job requires moderate independence of action.
- Job may require a *extensive* autonomy with *minimal* scope of judgement, or *moderate* degree of autonomy with a *moderate* scope of judgement or *minimal* autonomy with *extensive* scope of judgement.

### Level Four

- Job requires significant independence of action.
- Job may require *moderate* autonomy with *extensive* scope of judgement, or *extensive* autonomy with *moderate* scope of judgement.

### Level Five

- Job requires very significant independence of action.
- Job requires *extensive* autonomy with *extensive* scope of judgement.

## Independence of Action Questions for Job Information

The following questions are designed to determine the circumstances in your job that require judgement and autonomy.

1. The following is a **sample** list of the judgements or choices that may be required in your job:

prioritizing work assignments	choosing investment options
designing layout	determining safety thresholds
setting quality standards	deciding details to be communicated
determining the legitimacy of claims	making quality versus price trade-offs
making resource-allocation choices	

Please describe the kinds of judgements or choices your job requires:

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2. The following is a **sample** list of limitations or constraints that restrict opportunity for judgement or choices:

- deadlines are given daily
- clients are coded as to priority
- return policy clearly describes the rules and restrictions
- weekly meetings are held to discuss priorities
- precedents provide some guidance as well as some limitations



Please describe the constraints or limitations to choices:

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3. The following are some **examples** of statements describing requirements for autonomy:

- routes are not prescribed, and all drivers must make their own choices
- priorities are not generally given unless there is an emergency
- I am given text and must make it presentable in a friendly format without any guidance
- nobody knows much about how I do my work so I am left alone and only measured by results
- I am required to work independently unless something very unusual happens because otherwise line-ups will get backed up
- once I leave in the morning it is difficult to reach me so I must act independently but also know when to call in

Please describe the circumstances in your job that require independence and autonomy:

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## Responsibility for Co-ordinating Work Notes for Evaluators

This factor is specifically called co-ordinating rather than managing work and it is expected to be used in a non-hierarchical manner. Many jobs have informal or formal responsibility for co-ordinating aspects of work even though managing this work is not a formal requirement. The issues that arise in this factor often refer to the informal organizational structure. This means that employees will often not have had these roles relating to managing work acknowledged in the past. The important consideration at this point is whether or not they are expected and required to fulfil the co-ordinating role, either on a limited or unlimited responsibility basis.

### Variables

#### 1. Degree of Accountability

This variable relates to the extent to which the work requires an employee to answer for co-ordinating.

##### Sample Definitions

- *Limited:* Restricted and guided by rules and procedures so not held as accountable if problems occur because the actions were set out by others
- *Moderate:* Precedents and guidelines are available, but employees are still required to make some choices and can be held somewhat accountable if problems occur
- *Extensive:* Very little structure to guide actions so employees must determine the process and procedures and can then be held fully accountable for those choices

#### 2. Degree of Importance to Entire Operation

This variable looks at the interconnections between the requirements of one job and its potential impact on other functions. Elements that need to be co-ordinated may be more or less important to the operation of the entire organization.

##### Sample Definitions

- *Minimal:* Elements that need to be co-ordinated are isolated and as a result have minimal effect on other functions or the entire operation
- *Moderate:* Elements that need to be co-ordinated have a moderate relationship to other functions and therefore could have a moderate effect on the entire operation
- *Major:* Elements that need to be co-ordinated are fundamentally related to other functions and therefore problems could have a very serious effect on the entire operation

## Responsibility for Co-ordinating Work Factor

This factor measures the responsibility for co-ordinating everything other than the work of subordinates, which will be covered under another factor. This factor looks at elements such as: the co-ordination of information, material, processes, projects and everything else that contributes to the flow of work. The two variables to be measured in this factor are the degree of accountability and the degree of importance of the co-ordination to the entire operation.

Degree of Accountability	Degree of Importance to Entire Operation		
	Minimal	Moderate	Major
Minimal	Level 1	Level 2	Level 3
Moderate	Level 2	Level 3	Level 4
Extensive	Level 3	Level 4	Level 5

### Level One

- Job involves little to no co-ordinating responsibility.
- Job may involve *limited* responsibility for co-ordinating something and where there is *minimal* connection to other functions, i.e., problems would not affect other functions.

### Level Two

- Job involves some co-ordination responsibility.
- Job may involve *moderate* responsibility for co-ordinating something with *minimal* connection to other functions, or *limited* responsibility for co-ordinating something with *moderate* degree of importance to other functions, i.e., problems would disrupt other functions.

### Level Three

- Job involves moderate co-ordination responsibility.
- Job may involve *extensive* responsibility for co-ordinating something with *minimal* connection to other functions, or *moderate* responsibility for co-ordinating something with *moderate* connection, or *limited* responsibility for co-ordinating something with *major* importance to the entire operation, i.e., problems could hurt other functions.

#### Level Four

- Job involves significant co-ordination responsibility.
- Job may involve *extensive* responsibility for co-ordinating something with *moderate* importance to the entire operation, **or** *moderate* responsibility for co-ordinating something with *major* importance to the entire operation — i.e., problems could cause very significant damage.

#### Level Five

- Job involves very significant co-ordination responsibility.
- Job involves *extensive* responsibility for co-ordinating something with major importance to the total operation, i.e., the co-ordination requirements affect some fundamental elements, and problems can bring other aspects to a stop.

## Responsibility for Co-ordinating Work Questions for Job Information

Many jobs involve some co-ordinating responsibility. The following questions are designed to determine the nature of your co-ordinating responsibilities and how they affect the entire operation of the organization.

1. The following is a **sample** list of elements to be co-ordinated:

- competing schedules, e.g., production where same equipment is needed for different orders
- data flow such as budget information, year-end results, survey answers
- substance/material flow such as production from input of raw material to final packaging
- information such as resumes or personnel files
- availability of equipment such as audio/visual or testing equipment with needs of users
- events such as conferences, picnics, meetings, including responsibilities such as: designing menu; ordering flowers and photographer; contacting the media; booking meeting rooms; co-ordinating materials
- processes or procedures, e.g., audit procedures, employee documentation procedures, product testing processes, employee-challenge processes for job evaluations
- passengers with special requirements
- returns to suppliers
- campaigns, e.g., communication, environmental, charitable
- employee expenses with receipts

Please list all elements you are responsible for co-ordinating in the chart after question 3.

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2. The following **sample** statements indicate how the elements that require co-ordination may affect the entire operation:

- if food is not arranged, guests will get very frustrated and hungry
- if preventive maintenance program not done, equipment will become less reliable
- must ensure all supplies are ordered in time to be available for the production run as needed; otherwise delays are very costly

- when recruiting staff, must ensure copies of applications/resumes are made and distributed to the various managers and filed to be retrieved easily; otherwise the right candidates may be lost in the shuffle

Please indicate how all elements you listed above will affect the entire operation in the chart after question 3.

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3. Please describe your degree of accountability for the co-ordinating tasks described. The following are some **examples** of degrees of accountability for co-ordinating various elements:

- I am responsible for following instructions
- I must work with others to develop a plan to ensure all the necessary tasks are completed

For each element requiring co-ordination responsibility, please describe the structures that are in place to guide the co-ordinating activities.

Description of Elements to be Co-ordinated	Impact on Other Functions or on the Total	Description of Your Accountability