

Section 4: The Working Conditions Criterion

According to the *Equal Wages Guidelines, 1986*:

Working Conditions:

8(1) For the purposes of subsection 11(2) of the Act, the physical and psychological work environments, including noise, temperature; isolation; physical danger; health hazards and stress shall be considered in assessing the conditions under which the work is performed.

(2) For the purposes of subsection 11(2) of the Act, the requirement to work overtime or to work shifts is not to be considered in assessing working conditions where a wage, in excess of the basic wage, is paid for that overtime or shift work.

General Tips for Selecting, Creating and Adapting Factors Relating to the Working Conditions Criterion

Ensure factors:

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

Working Conditions:

- refer to the conditions under which employees are required to perform their job duties
- should include both physical and psychological conditions
- usually include variables such as: disagreeableness, negativity, danger, predictability of elements, probability, duration, frequency
- inappropriate variables include: complexity, importance



How to Recognize or Identify a Working Conditions Factor

If a job characteristic differentiates the context and circumstances of the jobs rather than the jobs themselves, it is usually considered a working condition.

Criterion 4: Working Conditions	
Component A:	Component B:
Physical Environment	Psychological Environment
<p>Sample Factors Hazards Disagreeable Elements Physical Environment</p>	<p>Sample Factors Psychological Conditions Work Scheduling And Travel Effects On Lifestyle Stress From Interpersonal Contacts Stress From Dealing With The Unpredictable</p>

A Summary Of The Working Conditions Factors That Follow

Component A: Physical Environment

1. Hazards

This factor measures the severity and frequency of hazards associated with jobs. The variables for this factor are the severity of hazards and the frequency of occurrence.

2. Disagreeable Elements

This factor measures the degree of disagreeableness or unpleasantness of the environment in which employees must work. The two variables for this factor considers are the degree to which conditions of the working environment are disagreeable or unpleasant and the frequency of exposure to them.

3. Physical Environment

This factor measures the degree of disagreeableness or unpleasantness of the physical environment in which employees must work. The two variables relating to this factor are the degree to which the physical elements of the working environment are disagreeable or unpleasant and the frequency of exposure to them.

Component B: Psychological Environment

1. Psychological Conditions

This factor measures the degree of negativeness or unpleasantness of the psychological conditions under which employees must work. The two variables relating to this factor are the degree to which the psychological conditions of the working environment are negative or unpleasant and the frequency of exposure to them.

2. Work Scheduling and Travel Effects on Lifestyle

This factor measures the negative effects of work scheduling and travel on an employee's lifestyle. When looking at work scheduling, consider the degree of intrusion of work into one's life from work scheduling or travel requirements and the frequency of the intrusions. When looking at travel, consider distance (local destinations versus out of town or international destinations), the duration of the trips and the flexibility of timing.

3. Stress from Interpersonal Contacts

This factor measures the degree of stress from interpersonal contacts that occurs as a consequence of the types of interactions required to do one's job. All jobs involve some degree of strain from interpersonal contact. The variables relating to this factor are the nature of the interactions (ranging from inherently positive to inherently negative) and the degree of authority or ability of the employee to please the contacts. The degree of authority variable measures the ability of the employee to decide how to handle the situation.

4. Stress from Dealing with the Unpredictable

This factor measures stress arising from the lack of predictability and control associated with one's job. The two variables relating to this factor are the degree of predictability and the degree of control an employee has over work.

Hazards

Notes for Evaluators

When using this factor, consider the significance of the potential harm the various hazards present. In addition, consider the possibility and probability that they will actually occur. Some hazards are always present and, as a result, employees are always expected to be vigilant to avoid harm. Other hazards may occur at any time without warning. This factor assumes employees would always take the necessary precautions and measures to avoid harm. It assumes employees follow safety rules and use safety equipment. Despite the best efforts, however, there may still be hazardous situations that present risks no matter how well controlled.

Organizations have varying levels of hazards. It is the committee's job to define the varying degrees of severity of hazardous conditions. First determine some of the most hazardous conditions and then those conditions that are without hazards. This is a good place to start before evaluating any of the jobs simply to give some context. Remember, however, that the committee should remain open to the possibility of having previously overlooked or underestimated the hazards involved in some jobs.

Some hazards result in long-term ailments or disabilities without ever producing sudden or clearly visible reactions. For example, exposure to certain chemicals or dust may be a constant part of the job, and only over time will the employee begin to feel the effects such as breathing problems or skin disorders.

Variables

1. Frequency

This variable measures the incidence of hazards to which employees are exposed. Percentage of time of exposure is an indicator.

Sample Definitions

- *Never*: Hazards are not a regular part of the job and should not be considered. Although employees may be able to think of a circumstance where there is a risk or hazard, if it is not part of the job it should not be considered. For example, boxes stacked in the hallway overnight might present a potential problem for everyone that has to pass them.
- *Occasionally*: Less than 30% of the year or periodically to 25% of the year, usually without any regularity
- *Frequently*: More than 30% of the year, usually with regularity

2. Severity of Hazard

This variable measures the extent of the hazard through considering the severity of potential harm.

Sample Definitions

- *Minor Injury Potential:* Requires first aid and a break to recover, but no lasting effects
- *Serious Injury Potential:* Requires treatment or longer recovery time and may have minor lasting effects
- *Very Serious Injury Potential:* Requires significant treatment, and usually work time is lost and noticeable lasting effects occur that may never be eliminated.

Hazards Factor

This factor measures the severity and frequency of hazards associated with jobs. The variables relating to this factor are the severity of hazards and the frequency of occurrence. Although most workplace hazards have been reduced or eliminated over the years, some hazards still present risks even though they may be controlled. This factor ignores the issue of employee negligence or sabotage. Consider the degree of possibility and probability of the hazard as well as the degree of severity of the potential harm.

Frequency	Severity of Hazard		
	Minor Injury Potential	Serious Injury Potential	Very Serious Injury Potential
Never	Level 1	Level 1	Level 1
Occasionally	Level 2	Level 3	Level 4
Frequently	Level 2	Level 4	Level 5

Level One

- Job tasks and environment do not present any risk of harm.
- Employees are never exposed to even *minor injury potential*.

Level Two

- Job tasks and environment present a minimal level of risk.
- Employees may *occasionally* be exposed to *minor injury potential* or harm.

Level Three

- Job tasks and environment present low level of risk.
- Employees may *frequently* be exposed to conditions that could cause *minor* injuries or employees may *occasionally* be exposed to conditions that could cause *serious* injuries or temporary disabilities.

Level Four

- Job tasks and environment present a moderate degree of risk.
- Employees may *frequently* be exposed to conditions that could cause *serious* harm or temporary disabilities, or employees may *occasionally* be exposed to conditions that could cause *very serious* injuries or long-term disabilities.

Level Five

- Job tasks and environment present a high degree of risk.
- Employees are *frequently* exposed to conditions that could cause *very serious* injuries or long-term disabilities.



Hazards Questions for Job Information

Despite an organization’s best efforts, there may still be a variety of hazardous conditions or materials that cannot be completely eliminated. The following questions are designed to determine the nature and potential consequences of the risks or hazards inherent to your job.

1. The following is a **sample** list of hazards that may be present in your job or work environment:

- chemicals that cause chronic skin irritation, e.g., cleansers
- equipment that could injure, e.g., riveters, table saws
- exposure to radiation, e.g., medical/dental, photo lab
- hot items, e.g., ovens, soldering torches
- infections/diseases, e.g., HIV, chicken pox, flu
- noxious fumes, e.g., paints, cleaners
- particles in the air, e.g., material fibres, paper/saw dust
- sharp tools or instruments, e.g., saws, syringes
- violence (including threat of), e.g., from patients, prisoners

Describe the hazards in your job:

2. Are there any hazards you encounter in the regular performance of your job that could cause minor injuries requiring first aid treatment? (Injuries could include: cuts, bruises, minor burns. Hazardous items could include: sharp tools, heavy objects, hot equipment.)

If so, describe and indicate frequency as occasionally or frequently:

Hazard	Frequency

3. Are there any hazards you encounter in the regular performance of your job that could cause injuries that are temporary but more serious than those noted above, e.g., broken bones, burns, sprains? Hazardous items could include: machine malfunctions, hot items or equipment.

If so, describe and indicate frequency as occasionally or frequently:

Hazard	Frequency

4. Are there any hazards you encounter in the regular performance of your job that could result in long-term or permanent disabilities? (Disabilities could include: loss of hearing, sight, or a limb. Hazards could include: working with fire equipment, extremely loud noises, working at heights, going into isolated situations and being exposed to potential danger or violence.)

If so, describe and indicate frequency as occasionally or frequently:

Hazard	Frequency

Disagreeable Elements Notes for Evaluators

When measuring jobs against this factor, it is important to consider first the entire working environment. Then identify the worst conditions and the best conditions in rough terms. Remember that this factor, like all the others, is measuring the relativities between jobs rather than any absolutes. If the entire workplace in question is comfortable and pleasant, the scale and the ratings will be very different than for a workplace that varies sharply in the degrees of unpleasantness in the environment.

This factor includes any elements in the working environment that lead to discomfort or are disagreeable. Do not consider personal preferences or characteristics. Isolation or crowded work spaces are less-than-ideal even if some people like to work alone or with plenty of company around. Do not consider the potential hazards of certain elements here. This factor looks strictly at elements that are disagreeable or cause discomfort.

The working environment of a particular job may change over time. Some organizations compensate their employees more for working under certain adverse conditions because the conditions don't lend themselves to change. However, other conditions are easier to change than to pay for. It is not the committee's job to determine how to deal with the conditions. However, it could note those that appear amenable to change for management to consider.

Variables

1. Frequency

Frequency refers to the incidence of disagreeable elements to which employees are exposed. Percentage of time of exposure is an indicator.

Sample Definitions

- *Occasionally:* Periodically, less than 30% of the time, and there are breaks between occurrences
- *Usually:* Most of or all the time; may be a constant state or minimal time between occurrences

2. Degree of Negativeness

This variable relates to the severity of the elements in the working environment that are negative, bothersome or disagreeable in any way.

Sample Definitions

- *Slightly Disagreeable*: Minor irritation, negative conditions, but can be accommodated
- *Moderately Disagreeable*: Somewhat bothersome, always noticeable
- *Disagreeable*: Bothersome and may require coping techniques or work aides
- *Very Disagreeable*: Very bothersome and requires work aides, but a high level of discomfort usually still remains

Disagreeable Elements Factor

This factor measures the degree of disagreeableness or unpleasantness of the environment in which employees must work. The two variables for this factor are the degree to which the elements of the working environment are disagreeable and the frequency of exposure to them.

Frequency	Degree of Unpleasantness			
	Slightly Disagreeable	Moderately Disagreeable	Disagreeable	Very Disagreeable
Occasionally	Level 1	Level 2	Level 3	Level 4
Usually	Level 2	Level 3	Level 4	Level 5

Level One

- Job involves minimal disagreeableness.
- Employees work in the most comfortable settings of the organization. Employees may *occasionally* be required to work under *slightly disagreeable* conditions.

Level Two

- Job involves working under somewhat disagreeable conditions.
- Employees are either *usually* required to work under *slightly disagreeable* conditions, or *occasionally* under *moderately disagreeable* conditions.

Level Three

- Job involves working under moderately disagreeable conditions.
- Employees are either *usually* required to work under *moderately disagreeable* conditions, or *occasionally* under *disagreeable* conditions.

Level Four

- Job involves working under very disagreeable conditions.
- Employees are either *usually* required to work under *disagreeable* conditions, or *occasionally* required to work under *very disagreeable* conditions.

Level Five

- Job involves working under extremely disagreeable conditions.
- Employees are *usually* required to work under *very disagreeable* conditions. These jobs are exposed to the worst conditions of this organization all the time.

Disagreeable Elements Questions for Job Information

Working conditions are rarely the same from one job to another. Working conditions can range from fairly pleasant to extremely disagreeable. The following questions are designed to determine the nature of the conditions under which you are required to work.

1. The following is a **sample** list of disagreeable elements that might be found in the work environment and conditions of jobs:

chemical residues or odours	machine noise (own)
disagreeable, abusive interactions with people	monotony
distractions and interruptions	odours
distressing news and circumstances	office noise
employee dismissals	office garbage
fumes	plant noise
glare from computer screens	plant garbage
grease or oil	poor lighting
hostile situations (e.g., verbal abuse)	potential danger, e.g., job done during off hours
human waste or body fluids, e.g., blood, vomit	small work space
humidity or moisture	soiled linens
installation site noise	stale air or poor ventilation
isolation from co-workers	temperature extremes
knowledge that decisions will affect lives	uncomfortable or cumbersome uniform or clothing
lack of success potential (e.g., patient will die)	unpredictability of work and schedules
lack of privacy	various weather conditions

Please list the disagreeable elements in your job's work environment. Beside each element that you list please indicate how frequently you are exposed to them, i.e., occasionally or usually.

Description of Disagreeable Conditions	Frequency

Physical Environment Notes for Evaluators

When measuring jobs against this factor, it is important to consider first the entire work place environment. Then identify the worst conditions and the best conditions in rough terms. Remember that this factor, like all the others, is measuring the relativities between jobs rather than any absolutes. If the entire workplace in question is comfortable and pleasant, the scale and the ratings will be very different than for a workplace that has extreme variation in the degrees of disagreeableness in the environment.

This factor includes any elements in the working environment that lead to discomfort or are disagreeable. Do not consider personal preferences or characteristics. Isolation or crowded work spaces are less-than-ideal, even if some people like to work alone or with plenty of company around. Do not consider the potential hazards of certain elements here. This factor looks strictly at elements that are disagreeable or cause discomfort.

The physical working environment of a particular job may change over time. Some organizations compensate their employees for working under certain adverse conditions because they (the conditions) are negative but don't lend themselves to change. However, other conditions are easier to change than to pay for. It is not the committee's job to determine how to deal with the conditions. However, it could note the elements that appear amenable to change for management to consider.

Variables

1. Frequency

This refers to the incidence of negative physical environment elements to which employees are exposed. Percentage of time of exposure is an indicator.

Sample Definitions

- *Occasionally*: Periodically, less than 30% of the time, and there are breaks between occurrences
- *Usually*: Most or all the time; may be a constant state or minimal time between occurrences

2. Degree of Negativeness

Refers to the severity of the elements in the physical environment that are negative, bothersome or disagreeable in any way.

Sample Definitions

- *Slightly Disagreeable*: Minor irritation, negative conditions, but can be accommodated
- *Moderately Disagreeable*: Somewhat bothersome, always noticeable
- *Disagreeable*: Bothersome and may require coping techniques or work aides
- *Very Disagreeable*: Very bothersome and requires work aides but a high level of discomfort usually still remains

Note: This is a subcategory of Disagreeable Elements. An organization can choose two separate factors: Physical Disagreeable Elements and Psychological Conditions. Then it could weight them differently (as long as that would not cause any gender bias) or choose the broader factor of Disagreeable Elements to measure the working conditions in the organization (or another factor from somewhere else).

Physical Environment Factor

This factor measures the degree of disagreeableness or unpleasantness of the physical working environment in which employees must work. The two variables relating to this factor are the degree to which the physical elements of the working environment are disagreeable and the frequency of exposure to them.

Frequency	Degree of Unpleasantness			
	Slightly Disagreeable	Moderately Disagreeable	Disagreeable	Very Disagreeable
Occasionally	Level 1	Level 2	Level 3	Level 4
Usually	Level 2	Level 3	Level 4	Level 5

Level One

- The physical environment of the job contains minimal disagreeableness.
- Employees may *occasionally* be required to work under *slightly disagreeable* physical conditions.

Level Two

- Job requires employees to work under somewhat disagreeable physical conditions.
- Employees are either *usually* required to work under *slightly disagreeable* physical conditions, **or** *occasionally* under *moderately disagreeable* physical conditions.

Level Three

- Job requires employees to work under moderately disagreeable physical conditions.
- Employees are either *usually* required to work under *moderately disagreeable* physical conditions, **or** *occasionally* under *disagreeable* physical conditions.

Level Four

- Job involves working under very disagreeable physical conditions.
- Employees are either *usually* required to work under *disagreeable* physical conditions **or** *occasionally* required to work under *very disagreeable* physical conditions.

Level Five

- Job involves working under extremely disagreeable conditions.
- Employees are *usually* required to work under *very disagreeable* physical conditions.

Physical Environment Questions for Job Information

Working conditions are rarely the same from one job to another. The physical working conditions can range from fairly pleasant to extremely disagreeable. The following questions are designed to determine the nature of the physical conditions under which you are required to work.

1. The following is a **sample** list of disagreeable physical elements that might be found in the work environment and conditions of jobs:

- | | |
|--|---|
| chemical residues or odours
fumes
glare from computer screen
grease/oil
human waste/body fluids, e.g., blood, vomit
humidity/moisture
installation site noise
machine noise (own)
odours
office garbage | office noise
plant garbage
plant noise
poor lighting
soiled linens
temperature extremes
uncomfortable or cumbersome uniform or
protective clothing
various weather conditions |
|--|---|

Please list the disagreeable, physical conditions in your job's work environment. Beside each condition, please indicate whether you encounter it **occasionally** or **usually**.

Description of Disagreeable Conditions	Frequency

Psychological Conditions Notes for Evaluators

This factor measures the relative disagreeableness of psychological elements in the work environment that cannot be seen but have definite effects. This factor ignores individual preferences and tolerance levels. There are elements that are known to be negative and detrimental regardless of personality differences. For example, an employee may choose to be isolated from co-workers. However the choice may indicate more about the alternative situation or that it cannot be avoided, rather than indicating a real preference to work alone. Regardless of the reason, being isolated is considered to be a negative working condition because human beings are social beings.

The committee must decide the varying degrees of disagreeableness to attach to various psychological elements and apply these definitions consistently. The committee might also find it necessary to add elements that are appropriate for the workplace. If any additions are to be made, note them and ensure the committee applies them consistently.

Variables

1. Frequency

This variable relates to the incidence of negative psychological conditions to which employees are exposed. Percentage of time of exposure is an indicator.

Sample Definitions

- * *Occasionally*: Periodically, less than 30% of the time, and there are breaks between occurrences
- * *Usually*: Most or all the time; may be a constant state or minimal time between occurrences

2. Degree of Negativeness

This variable relates to the severity of the elements in the working conditions of the job which have a negative psychological effect.

Sample Definitions

- * *Slightly Disagreeable*: Minor irritation; negative conditions but can be accommodated
- * *Moderately Disagreeable*: Bothersome; always noticeable
- * *Very Disagreeable*: Very bothersome and may require coping techniques or work aids
- * *Extremely Disagreeable*: Extremely bothersome and requires work aids, but a high level of discomfort usually still remains

Note: This is a subcategory of Disagreeable Elements. An organization can choose two separate factors: Physical Disagreeable Elements and Psychological Conditions. Then it could possibly weight them differently (as long as that would not cause any gender bias) or choose the broader factor of Disagreeable Elements to measure the working conditions in the organization (or another factor from somewhere else).

Psychological Conditions Factor

This factor measures the degree of negativity or unpleasantness of the psychological conditions under which employees must work. The two variables relating to this factor are the degree to which the psychological conditions of the working environment are negative or unpleasant and the frequency of exposure to them.

Frequency	Degree of Unpleasantness			
	Slightly Disagreeable	Moderately Disagreeable	Disagreeable	Very Disagreeable
Occasionally	Level 1	Level 2	Level 3	Level 4
Usually	Level 2	Level 3	Level 4	Level 5

Level One

- The psychological environment of the job contains minimal disagreeableness.
- Employees may *occasionally* be required to work under *slightly disagreeable* psychological conditions.

Level Two

- Job involves working under somewhat disagreeable psychological conditions.
- Employees are either *usually* required to work under the *slightly disagreeable* psychological conditions, **or** *occasionally* under *moderately disagreeable* psychological conditions.

Level Three

- Job involves working under moderately disagreeable psychological conditions.
- Employees are either *usually* required to work under *moderately disagreeable* psychological conditions, **or** *occasionally* under *very disagreeable* psychological conditions.

Level Four

- Job involves working under very disagreeable psychological conditions.
- Employees are either *usually* required to work under *very disagreeable* psychological conditions, **or** *occasionally* required to work under *extremely disagreeable* psychological conditions.

Level Five

- Job involves working under extremely disagreeable conditions.
- Employees are *usually* required to work under *extremely disagreeable* psychological conditions.

Psychological Conditions Questions for Job Information

Working conditions are rarely the same from one job to another. The psychological working conditions can range from fairly pleasant to extremely unpleasant. The following questions are designed to determine the nature of the conditions under which you are required to work.

1. The following is a **sample** list of disagreeable psychological elements that might be found in the work environment or conditions of jobs. Select only those elements that are inherent to the job.

- distressing news and circumstances requiring listening and counselling
- disagreeable, abusive interactions with people
- distractions and interruptions
- employee dismissals
- hostile or uncomfortable situations (e.g., verbal abuse, working with dying, sick people and their families)
- isolation from co-workers
- knowledge that decisions will affect lives
- lack of privacy
- lack of success potential (e.g., patient will die no matter what)
- monotony
- potential threat to personal security (e.g., custodial work)
- small work space
- unpredictability of work and schedules

Describe the psychological working conditions of your job that you find disagreeable. Beside each condition, please indicate whether you encounter it **occasionally** or **usually**.

Description of Psychological Conditions	Frequency

Work Scheduling and Travel Effects on Lifestyle Notes for Evaluators

This factor measures the degree to which one's job imposes on what would normally be considered to be non-working time. Most jobs involve working a regular shift of Monday to Friday between 8 am and 6 pm. As a result, most leisure activities are scheduled around that period.

When measuring the effects of work scheduling and travel, there are a number of issues to consider. In terms of work scheduling, consider whether the job is affected by seasonal fluctuations. These may require employees to schedule their holidays according to the job's slow season. These may also result in regular overtime, sometimes for long periods. In addition, consider whether or not the job involves irregular shifts and if the employees' shifts change.

In terms of travel, consider the destinations involved. Are the destinations local, out of town or international? Also consider the duration of the trips. Do the trips involve staying overnight, for days, weeks or months at a time? There is also a difference between staying in one place, even if it is away from home, and moving from one destination to another. People can develop a temporary home base if they are able to stay in one place for a significant period of time. If the person is required to keep moving, they end up being much more isolated, and the boundary between work and leisure becomes even more heavily blurred.

Consider the issue of predictability for both work scheduling and the travel aspects. If people know when things are going to change or happen well in advance, they have a chance to plan accordingly. Some jobs have peaks and valleys that happen every year, and they are temporary conditions. This means an employee knows well ahead of time not to plan a vacation then or to prepare the family for long hours during certain periods or for certain days of each month. This is intrusive, but less so than for jobs where there is no predictability. In the latter case, employees may be required to act as if they are always on call. If the emergencies occur more than occasionally, this can be very intrusive.

Variables

1. Frequency

This variable relates to the incidence of work scheduling or travel requirements that affect employees' non-work life. Percentage of time of requirements is an indicator.

Sample Definitions

- *Never*: Never required to work non-regular hours or travel outside of local area
- *Occasionally*: Less than 30% of the year
- *Frequently*: Often, more than 30% of the year

2. Degree of Intrusiveness

This variable relates to the extent to which employees may determine the timing of demands, or the timing is predictable to allow planning.

Sample Definitions

- *Minimal*: Employees have a lot of control over the timing of the demands, and usually there is a lot of predictability to allow proper planning of non-work life
- *Moderate*: Some control or predictability, but still noticeable effects
- *High*: Not very much control or predictability; as a result there is a noticeable effect on non-work life

Work Scheduling and Travel Effects on Lifestyle Factor

This factor measures the negative effects of work scheduling and travel on employee lifestyle. When looking at work scheduling, consider the degree of intrusion of work into one's life from work scheduling or travel requirements and the frequency of the intrusions. When looking at travel, consider the proximity of the destination (local versus out of town or international), the duration of the trips and the flexibility of timing.

Frequency	Degree of Intrusiveness		
	Minimal	Moderate	High
Never	Level 1	Level 1	Level 1
Occasionally	Level 2	Level 3	Level 4
Frequently	Level 2	Level 4	Level 5

Level One

- Job requires minimal sacrifice of lifestyle.
- Job *never* requires unusual work scheduling or travel.

Level Two

- Job requires some sacrifice from outside lifestyle to accommodate work demands.
- Job *occasionally* involves *minimally* intrusive work scheduling or travel requirements.

Level Three

- Job requires moderate degree of sacrifice to accommodate demands of work.
- Job may *frequently* involve *minimally* intrusive work scheduling or travel requirements, or *occasionally moderately* intrusive work scheduling or travel requirements.

Level Four

- Job requires significant sacrifices to accommodate demands of work.
- Job may *frequently* involve *moderately* intrusive work scheduling or travel requirements, or *occasionally highly* intrusive work scheduling or travel requirements.

Level Five

- Job requires very significant sacrifices to accommodate demands of work.
- Job *frequently* involves *highly* intrusive work scheduling or travel requirements.

Work Scheduling and Travel Effects on Lifestyle Questions for Job Information

Some jobs require travel and flexible work scheduling. These two requirements have negative effects on lifestyle. The flexibility required to accommodate these aspects is usually at the expense of one's non-work life. The following questions are designed to determine the degree to which your work life affects your non-work life.

1. a) Are you required to work a non-regular shift (i.e., other than Monday to Friday — between 8 am to 6 pm)? yes no
- b) Does your schedule change, e.g., from week to week or month to month? yes no

Describe the circumstances:

- c) Does your schedule change without predictability or pattern?
- never occasionally frequently

Describe the circumstances or usual reasons:

- d) Are you given any form of shift differential payment for afternoon, evening, weekend or split shift requirements? yes no

If yes how is the differential determined? Please describe:

2. a) Does your work require overtime?

rarely occasionally frequently always

b) Does your job require you to be on call?

never rarely occasionally frequently [all the time

c) Is your time on call:

fully compensated compensated for any work time required only not compensated

d) Is there any pattern or predictability to when your job will require overtime?

n/a never sometimes usually

3. a) Are you required to attend meetings or other work-related events after hours or on weekends?

never/rarely occasionally frequently weekly or more

Describe circumstances or types of meetings, committees or other job demands that encroach on non-working hours.

b) If you are required to attend meetings after hours, is your time:

- fully compensated for (including travel time and meals)
- only meeting time compensated for
- no compensation at all (only regular salary or daily rate)

4. a) If you are required to travel in your job, how many days of the year are you on the road with an overnight stay required?

- 0 - 2 days
- 11 - 20 days
- 76 - 120 days
- 3 - 5 days
- 21 - 40 days
- over 120 days
- 6 - 10 days
- 41 - 75 days

b) Do your trips require staying overnight?

- n/a never sometimes usually always

c) Are your trips under your control?

- n/a never sometimes usually always

d) Is the timing of your trips predictable?

- n/a never sometimes usually always

e) Are you required to travel? (Check as many as appropriate.)

- locally out of town out of province out of country

f) Does your travel involve multiple destination?

- rarely sometimes usually always

Stress from Interpersonal Contacts Notes for Evaluators

When using this factor, remember that it is a Working Conditions issue and that it examines the drain on employees inherent in the increasing scales of Nature of Interaction and the employees' position of authority or role. In many organizations, dealing with people — customers, patients, clients, family of clients — has the potential of being very taxing in numerous ways and for many reasons. The best kind of interactions occur when the employee in question is able to give the other person (client, customer, public) what is desired and is given some sort of appreciation or credit for doing so (i.e., a win-win scenario). The worst kind of situations are when employees are not able to provide what is desired and they are blamed for that (lose-lose).

Consider the nature of the interactions: do they involve sensitive or uncomfortable situations; is there a mutually beneficial ground for the exchange or is one party trying to gain at the other's expense; and is there a balance of power between the two parties?

Variables

1. Nature of Interaction

The Nature of Interaction scale ranges from positive interaction situations to negative. Some examples of positive situations are those in which the employee and the other person exchange something they both want to share. For example, providing or receiving straightforward information; determining contract winners (employee is in the power role). These are win-win situations. The next level describes the average or typical scenario which is a mixed one. Many jobs will fit this level because they have a variety of positive and negative situations depending on the circumstances. The third level is reserved for those jobs in an organization which are required to deal with sensitive, hostile or otherwise negative situations. The employees in these jobs are being asked to persuade the other person to accept/buy or sell something that they are inherently motivated to reject as a result of such things as: price, inferior quality, bad news or bad timing.

Sample Definitions

- *Inherently Cooperative/Positive*: Usually win/win or neutral; both parties want to share and co- operate
- *Average/Mixed*: Sometimes win/win and sometimes not; a variety of situations occur
- *Inherently Challenging/Negative*: Usually lose/lose or lose/win; circumstances are hostile, negative or competitive

2. Degree of Authority/Ability to Please

This variable refers to the relationship of the employee to the demands of the interactions. If employees have enough authority or power to accommodate or appease the other party then most interactions could be almost stress-free. The most stress arises when employees are required by their job to please the other party but are unable to provide the desired answer or service. Some situations are stressful because no answers or solutions are possible and the employee is helpless, such as when working with dying patients or victims of a disaster.

Sample Definitions

- *Generally Sufficient:* Employees usually have the ability or freedom to decide how to handle situations and satisfy the other party
- *Mixed/Depends on Situation:* Employees sometimes have the ability or freedom to decide how to handle the situation and please; it depends on the circumstances and the needs
- *Generally Insufficient:* Employees usually do not have the ability or freedom to decide how to handle the situation or satisfy the other party

Stress from Interpersonal Contacts Factor

This factor measures the degree of stress from interpersonal contacts that occurs as a consequence of the types of interactive scenarios required in one's job. All jobs involve some degree of interpersonal contact strain. The variables in this factor are the nature of the interactions — ranging from inherently positive to inherently negative — and the degree of authority or ability of the employee to please the contacts. The degree of authority variable refers to the ability of an employee to decide how to handle the situation. This factor, as with all other ones, ignores individual ability or performance and looks strictly at job requirements.

Nature of Interaction	Degree of Authority/Ability to Please		
	Generally Sufficient	Mixed/Depends on Situation	Generally Insufficient
Inherently Co-operative/ Positive	Level 1	Level 2	Level 3
Average/ Mixed	Level 2	Level 3	Level 4
Inherently Challenging/ Negative	Level 2	Level 4	Level 5

Level One

- Job involves minimal stress from interpersonal contacts.
- Job interactions with people are *inherently co-operative/positive* and employees generally have *sufficient* authority or ability to please others.

Level Two

- Job involves minimal stress from interpersonal contacts.
- Job interactions with people are *average/mixed*, and the employee generally has *sufficient* authority or ability to please, or the interactions are *inherently co-operative/positive* but employees may or may not have the authority or ability to please; it *depends on the situation*.

Level Three

- Job involves moderate stress from interpersonal contacts.
- Job interactions with people are *inherently challenging/negative*, but the employee generally has *sufficient* authority/ability to please if ever it is needed, or the interactions are *average/mixed* and the employee may or may not have the authority/ability to please *depending on the situation*, or the interactions are *inherently co-operative/positive*, but employee generally has *insufficient* authority/ability to please.

Level Four

- Job involves significant stress from interpersonal contacts.
- Job interactions with people are *inherently challenging/negative* and the employee may or may not have the authority/ability to please *depending on the situation*, or the interactions are *average/mixed* but employee generally has *insufficient* authority/ability to please when it is needed.

Level Five

- Job involves very significant stress from interpersonal contacts.
- Job interactions with people are *inherently challenging/negative* and employee generally has *insufficient* authority/ability to please when it is needed.

Stress from Interpersonal Contacts Questions for Job Information

The following questions are designed to measure the degree of strain from the interpersonal contacts that your job involves. This factor examines the context of the interactions to determine their nature and difficulty. The variables being looked at in this issue are the nature of the interactions (i.e., are they positive or negative) and your authority or ability to satisfy the other party.

1. a) Indicate the type of people you are required to interact with. The following is a **sample list**; it is not expected to include all possibilities:

clients/customers/patrons/passengers/subscribers
 family members of the persons being served
 financial institutions, e.g., banks, insurance companies
 government representatives, e.g., customs, inspectors
 international representatives, e.g., trade or environmental
 office/plant suppliers, e.g., equipment, personnel, tools
 organization personnel, e.g., management (not one's supervisor), colleagues
 professional suppliers, e.g., lawyers, regulatory boards
 audiences
 children/students/seniors
 general public
 media
 patients or residents
 product suppliers
 unions
 volunteers

- b) For each type of interaction indicated, describe the purpose or circumstances of the interaction. What is expected to be accomplished?

- c) Please indicate for each type of interaction whether it is:
- i) **positive/co-operative,**
 - ii) **mixed/neutral, or**
 - iii) **negative/competitive.**

Please pick a descriptive word that best describes the usual tone of the interactions with each type of person listed. If the interactions are mixed, then choose that word.

- d) For each interaction listed, please describe your degree of authority or ability to satisfy the other party. Are you able to give them what they want or must you pass them on to someone else or must you try and distract them or block them rather than please them? **Example** statements:

Children for first aid lessons, **mixed**, the kids can be difficult or co-operative; as their instructor I have enough authority to teach but not always enough to discipline; it depends on the circumstances

Union for negotiation and grievance settlements, **competitive**, I have the signing authority to a limit

Inspectors to respond to health inspection audits and provide tour, answer questions and co-operate with their analysis **positive**, I must give them whatever they ask for

Patients for medical attention, **mixed**, occurs because of an accident or problem situations, I often cannot solve the problems or give them what they want

General public to answer inquiries and sell passes, **positive**, I can usually satisfy their needs

Please describe the types of people you interact with, the nature/tone of the interactions and your authority/ability to satisfy the other party's needs (continue on back of page, if necessary):

Type of People	Purpose of Interaction	Nature of Interaction	Degree of Authority or Ability to Please

2. Check the box that best describes the circumstances of your on-the-job interactions with people:

	Sometimes	Usually	Always
On the phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In person	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Done alone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Done as a member of a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Done in private	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Done in public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Stress from Dealing with the Unpredictable Notes for Evaluators

This factor might also be called crisis control. It considers the type of stress that is caused by lack of routine and control that people tend to prefer in their lives and, in particular, at work. It refers to emergency or last-minute type situations. Some jobs in some organizations by their very nature involve these types of situations (e.g., nurses working in an emergency room). Other jobs require employees to work this way because of the people they work for (e.g., secretaries who are asked to meet the crisis deadlines of several bosses, the nature of the work or both). This factor assumes that this aspect of work is part of the informal workings of the organization, i.e., the part that nobody openly acknowledges, but which most people know exists just the same.

Variables

1. Degree of Predictability

Issues to consider:

- time/deadline pressures;
- pattern of work: regular, uneven, seasonal;
- source of work: mechanical devices, e.g., telephone;
- multiple demands: more than one person to report to can lead to unpredictable demands.

Some aspects may lend themselves to being dealt with by reorganizing work and working habits, but the committee must rate according to the current reality unless it is quite sure that things will change quickly. Most jobs that have the crisis scenario in place will not be changed easily, so it is more likely that things will remain the same, despite the best of intentions. If and when things change, a new rating can be determined.

Sample Definitions

- *Very Predictable*: Regular routine with no surprises
- *Moderately Unpredictable*: Somewhat regular routine but also includes surprises or juggling requirements
- *Very Unpredictable*: Minimal routine and frequent juggling requirements

2. Degree of Control

Issues to consider:

- pace of work controlled by outside force;
- source of work standards: self, other, or predefined procedures;
- source of work: predefined duties, problems of the day.

Sample Definitions

- *Significant Control*: Controls pace and standard for oneself
- *Moderate Control*: Controls pace with somewhat loose deadlines
- *Minimal Control*: Pace controlled by outside force, and work tends to be problem-driven

Stress from Dealing with the Unpredictable Factor

This factor measures the working conditions that produce employee stress from lack of predictability and control. All employees prefer to have control and some predictability to their day. Although some people can cope better than others with crises or problems, this factor does not measure the individual but rather the conditions of work. The two variables relating to this factor are the degree of predictability and the degree of employee control over work.

Degree of Predictability	Degree of Control		
	Significant Control	Moderate Control	Minimal Control
Very Predictable	Level 1	Level 2	Level 3
Moderately Predictable	Level 2	Level 3	Level 4
Very Unpredictable	Level 2	Level 4	Level 5

Level One

- Job involves working under conditions where there is minimal stress from the unpredictable.
- Job involves *very predictable* routines, and employees have *significant control* over the circumstances.

Level Two

- Job involves working under conditions where there is some stress from the unpredictable.
- Job may involve *very predictable* routines where employees have *moderate control* over the circumstances, or *moderately unpredictable* routines where the employees maintain *significant control*.

Level Three

- Job involves working under conditions where there is moderate stress from the unpredictable.
- Job may involve *very unpredictable* circumstances where employees have *significant control*, or *moderate unpredictability* where employees have *moderate control*, or *very predictable* routines where employees have *minimal control*.

Level Four

- Job involves working under conditions where there is significant stress from the unpredictable.
- Job may involve *significant unpredictability* where employees have *moderate control*, or *moderate unpredictability* where employees have *minimal control*.

Level Five

- Job involves working under conditions where there is extremely significant stress from the unpredictable.
- Job involves *significant unpredictability*, and employees have *minimal control*.

Stress from Dealing with the Unpredictable Questions for Job Information

The following questions are designed to measure the degree to which employees in your job must deal with unpredictable and uncontrollable circumstances. Jobs vary tremendously according to the degree of routine possible in carrying out the work. Therefore, the degree of predictability also varies widely among jobs. This factor assumes that the degree of stress reactions from employees is a personal element and that it is not being measured here. This factor assumes that stress can be consistently and neutrally linked to the issue of predictability in one's job. That is to say that more unpredictability leads to more stress, which must be dealt with. The factor is not measuring how well people are dealing with the stress.

1. Describe the parts of your job that are routine and the aspects that do not allow routine. Some **examples**:
 - Payroll must be done once a week and there are different tasks assigned each day to accomplish this in a structured manner.
 - Most accounting tasks have structured schedules for completion, but some assignments are handed down without any warning, e.g., a profit/loss report for the year to date for a meeting next week.
 - In my labour relations job there is very little predictability from June to September since most days are driven by problems or the actions of others in negotiation.
 - Very little routine — there are little tasks that can be structured with a routine, but the main part of the job is about being responsive to changing circumstances over which we have no control, for example, a patient taking a turn for the worse or a family member having a stress attack.
 - Equipment failure or sudden change in weather pattern can create life-threatening unpredictability, but if everything happens as it should, a flight can be very predictable.
 - Very little routine given the variation possible in customer needs.

2. a) Does your job involve responding to the needs of more than one internal person, e.g., supervisor or departmental staff? yes no

b) If yes, describe circumstances:

c) If yes, is one person more senior than another? yes no

d) Does your job require responding to the needs of more than one external person at a time, e.g., customer or patient? yes no

e) What happens when you get competing deadlines which clash?

- senior person's work takes priority
- more important tasks completed first
- direct supervisor decides
- first-come, first-served rule used
- always give customer needs priority
- no policies for resolving competing demands
- other:

3. a) Do your job tasks have definite deadlines? yes no

b) Do the deadlines change without warning or predictability?

- never/rarely occasionally frequently

Under what circumstances?

4. a) Does your job have a routine that is:

continuous daily weekly monthly no routine

b) Does the routine change without warning?

never/rarely occasionally frequently

c) Are the tasks required in your job:

repetitive somewhat varied different throughout the day

5. a) Does your job have a work pace which is beyond your control but rather affected by chance (e.g., phone calls, meetings)? If so describe:

b) Does your job have a work pace which changes according to the:

time of day day of the week day of the month month of the year

no pattern other:

6. Please indicate the types of forces or factors that drive your work flow and tasks required.

For example:

- complaints
- employee changes
- economic circumstances
- activity/volume level
- weather patterns
- legislative changes
- product changes
- customer needs
- supplier problems
- medical emergencies
- RRSP and tax period

Please list the typical problems, if any, that affect your work flow:
