



Aiken Plan

2012



COMPLEXITY - JUDGEMENT

This factor deals with the complexity of the tasks performed, judgement/decision-making necessary and problem-solving required by the position.

Complexity refers to the variety and degree of difficulty of the work performed.

Judgement/Decision Making refers to the application of knowledge in making decisions.

This factor considers the variety and intricacy of activities performed and the procedures and methods utilized. Also considered is the level of analytical thought required to make decisions, what needs to be done, and how it is to be done.

Ranking levels increase with:

- (a) the variety and diversity of activities;
- (b) the difficulty of the tasks and/or situations encountered and decision- making required.

COMPLEXITY-JUDGEMENT FACTOR

1.0 Repetitive

Work consists of basic tasks performed on a repetitive basis

Decisions are rarely required and are limited to tasks performed

2.0 Routine

Work consists of a variety of routine tasks performed within clearly defined procedures

Decisions are made regarding the set-up, sequencing and priority of tasks

Occasional exceptions are encountered that may require some analysis to resolve

3.0 Standardized

Work consists of a wide variety of somewhat complex activities performed within a number of standard procedures and policies

Decisions involve selection of the appropriate procedures/techniques to follow among several standard alternatives

Interprets data and results

Exceptions are analyzed and resolved by changing steps/tasks

Recommendations are made that affect tasks or could change outcomes

4.0 Moderately Diversified and Complex

Works within assigned objectives which may require modification of existing procedures or the development of new methods

Decisions made are exceptions to standard practice and may be precedent setting

Exceptions require in-depth analysis and are resolved by changes to administrative and technical procedures

Analysis and planning are integral parts of the position

5.0 Diversified and Complex

Works towards broad objectives and usually under changing conditions

Work may require the integration of several disciplines

Decisions are made where established practices and policies are inadequate or do not exist



Knowledge

The Knowledge factor is a combination of the required minimum education and the time it takes to become functional in a role.

Education refers to the minimum formalized training necessary to prepare an individual to be functional in a position.

The time it takes to become functional in a role is measured in months and quantifies the time required to learn the essential techniques, skills, and/or procedures of a position and the work unit/organization.

KNOWLEDGE FACTOR

- 1.0 A High School Diploma or less with up to 18 months to become functional in the role
- 2.0 A High School Diploma or less with greater than 18 months to become functional in the role
- 3.0 Post-secondary education of a Bachelor's degree or less with up to 18 months to become functional in the role
- 4.0 Post-secondary education of a Bachelor's degree or less with greater than 18 months to become functional in the role
- 5.0 Post-secondary education - minimum of a Master's degree

Note

- Factors 1.0 and 2.0 include specific on the job training and/or short term course work/certifications (i.e. Green Certificate, Accounting Certificate, Purchasing Management, Medical Transcription, Information Technology Certifications, WHMIS, TDG, First Aid, etc.).
 - Factors 3.0 and 4.0 include completion of a two-year diploma program, journeyman tickets in compulsory and non-compulsory trades, includes additional courses/education beyond an undergraduate degree (i.e. Pharmacist, Registered Nurse, Dietician, etc.).
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INDEPENDENCE OF ACTION

Independence of Action refers to the initiative required and also:

- considers creativity and original thought required by the job; and,
- is impacted by the amount of direction and control received from the supervisor or standard practices and precedents.

INDEPENDENCE OF ACTION FACTOR

1.0 Works under close supervision

Work is well-defined with limited independence to modify work routines

Receives detailed instructions and procedures either verbally or in writing

Refers all but the most routine questions or difficulties to supervisor

2.0 Works under routine supervision

Work is defined by standard practice and established procedures

Prioritizes tasks and adjusts own work schedule for changes and special requests

Refers unusual problems and/or concerns to the supervisor

3.0 Works under infrequent supervision

Proceeds within general guidelines, instructions and precedents

Identifies and implements processes and procedures within defined assignments or projects

Identifies problems and/or concerns and makes recommendations for action/resolution to the supervisor

4.0 Works within general direction and guidance

Plans and carries out activities and assignments/projects to attain defined objectives

Participates in the development of policies and procedures for the unit

Uses initiative and/or ingenuity to identify potential problems and conducts research to determine a viable solution, implements and discusses results with supervisor

5.0 Works independently

Plans and carries out broad, large-scope assignments often involving other areas/disciplines

Takes action without consultation with supervisors/superiors except when policy changes are required, major investments are involved or programs are affected

Leads the development of policies and procedures for the area

Decisions may have a significant impact on the organization



CONSEQUENCE OF ERRORS

This factor assesses the likelihood, and the probable effect, of errors on the job and considers:

- the extent of losses to the organization which result from mistakes in judgement or poor decisions;
- a typical instance, not a rare or extreme one; however, the possibility of serious consequences is given consideration; and,
- responsibility for the safety of others.

This factor measures the scope within which the position functions and the impact of decisions. That is, who or what is affected (the Unit, Section, Department, Faculty, or the University) and how easy it is to detect and/or correct.

CONSEQUENCE OF ERRORS FACTOR

1.0 Errors are readily detected

Costs and impact are minimal

Errors are easily corrected.

2.0 Errors may be detected by others within the work area

Costs may be incurred to replace damaged materials (including lost time)

Errors are detected and corrected in a reasonable length of time and before results become serious

May cause loss of credibility to the individual and/or others

May result in minor injuries to self

3.0 Errors impact the work of others within the work area

Costs of a moderate nature are incurred

Errors are not detected within the work unit and have a noticeable impact to the unit/department/project

Credibility of work area/unit may suffer

May result in injuries to self or others

4.0 Errors affect the work of others beyond the immediate work area to a limited degree but are not damaging to the organization

Costs of a significant nature are incurred

May have a significant impact on business, research, public and/or employee relations

May result in serious physical injury to self and others

5.0 Errors cause substantial and identifiable losses

Losses (time, money and/or data) affect the broader organization

Errors are not easily detected

Identifiable deterioration in business, public, and/or employee relations of the organization

May cause fatal or incapacitating injury



CONTACTS

This factor assesses who the contacts are, the purpose of the contacts, and the importance and impact to the organization.

Contacts refer to the importance of the working relationships and interactions required of the position. The contacts can be internal and/or external to the organization (face-to-face, on the phone, public appearances, etc.).

Interactions may cover a variety of purposes and range in complexity (demonstration, coaching, advising, information exchange, etc.).

CONTACTS FACTOR

1.0 Routine with occasional discussions outside the immediate area

Basic information is provided and/or received

May involve the sending or receiving of goods

2.0 Regular exchange of non-controversial information

Presupposes detailed knowledge of the work area

May include exchange of information with contacts off campus

May be required to train and/or demonstrate assigned tasks

3.0 Frequent and important beyond immediate area

Requires appropriate tact to discuss problems, act as a resource person, make recommendations, or clarify policies

Some responsibility to persuade, convince and secure cooperation using various methods (i.e. presentations, discussions, etc.)

May be required to coordinate the efforts of others in related work (may include casual staff, students and/or volunteers)

4.0 Important with significant responsibility for gaining agreement

Regularly requires a variety of communication skills (persuasion, negotiation, etc.)

Very frequent and/or of considerable importance to the organization for influencing decisions

Involves regular and important interaction with individuals and/or groups at a senior level



SUPERVISION (Character)

Supervision has two components:

- (1) Character- the level of supervision required of the position, and
- (2) Scope- the number of employees (full time equivalents) supervised

The Character of Supervision considers the degree and nature of a position's supervisory responsibilities. The extent of responsibility for results is considered in terms of operations, policy, personnel, and finances.

If no supervisory activities are required, no points are awarded.

NOTE

Supervision is the only factor where zero (0) points can be awarded.

SUPERVISION (CHARACTER) FACTOR

1.0 Lead hand supervision

- Assigns and monitors work
- May provide input into performance appraisals and training requirements
- May be involved in the recruitment process

OR

Instructional Supervision

- Responsible for a component of a course (such as a Lab Coordinator)
- Oversees the work of teaching assistants and/or graduate students in a teaching laboratory
- Prepares lab manuals, course materials, and/or experiments

2.0 Full supervision

- Responsible for the recruitment and orientation process for new staff
- Provides training and coaching
- Prioritizes and allocates work
- Completes performance appraisals, conducts performance management, and may recommend disciplinary action

3.0 Full supervision with considerable diversity

- Supervises several units that perform diverse or unrelated work
 - Has subordinate supervisor(s)
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SUPERVISION (Scope)

This factor ranks the number of employees supervised.

All positions are pro-rated to Full Time Equivalents (FTEs). Casual employees may be included depending on duration and number of hours worked.

NOTE

If the Character of Supervision is assigned a rank of 1.0 (Lead hand or Instructional Supervision), zero (0) points are assigned to the Scope of Supervision.

SUPERVISION (SCOPE) FACTOR

1.0	1
2.0	2 - 5
3.0	6 - 10
4.0	Greater than 10



PHYSICAL DEMANDS

This factor considers the degree, frequency, severity, intensity, and continuity of physical activity and intense visual concentration required.

Fatigue and weariness caused by long periods of repetitive tasks are considered (data entry, painting, etc.).

PHYSICAL DEMANDS FACTOR

1.0 Limited fatigue

A variety of sitting, standing and walking

Intense visual concentration is required up to 50% of the time

May require infrequent physical activities (lifting boxes, bending, etc.)

2.0 Moderate fatigue

Requires occasional walking over rough ground, climbing ladders, etc.

Requires extended periods of time sitting or standing

Intense visual concentration is greater than 50% of the time

Requires a moderate level of heavy physical activities (pulling, lifting, pushing heavy or awkward objects, etc.)

3.0 Considerable fatigue

Requires a considerable amount of physical effort with limited opportunities to rest except at scheduled breaks

May require expenditure of major effort over an extended period of time

Requires considerable moving, standing or heavy physical activities (e.g., lifting or pulling heavy awkward objects on a regular basis)



WORKING CONDITIONS

Working Conditions assesses the disagreeable aspects of the job environment in relation to employee safety and comfort.

The Collective Agreement between the Board of Governors (BOG) and the Non-Academic Staff Association (NASA) provides for compensation for those employees who work unusual hours including Shift Work or Modified Work Week; and Overtime. These items are therefore not considered in the job evaluation process.

Travel to and from the work site is not considered. Travel is rated when it is an integral part of the duties, and the travel is of sufficient duration and distance to be significant.

The severity and frequency of exposure to workplace hazards is considered. In evaluating health hazards we must assume that all reasonable and legal Occupational Health and Safety practices are in place and are adhered to. (See Evaluator Notes on Personal Protective Equipment at the end of Working Conditions).

WORKING CONDITIONS FACTOR

1.0 Generally agreeable, few disadvantages

Potential accidents and illnesses are limited to minor injury (bruises, abrasions, minor cuts, etc.) and usually do not involve lost time

May require occasional outdoor work

Standard office environment

May require day/overnight travel <25% of the time

2.0 Some exposure to disagreeable elements

Environment is noisier or dirtier than a standard office environment (such as an office located in a shop area or in a loading dock)

Environment includes some exposure to heat, cold, humidity, dirt, oil, noise, noxious odours, or other uncomfortable elements

Radioactive material or hazardous chemicals are in the work area and there is some potential for contact with the employee (e.g. level 1 containment lab)

Potential hazards involve handling moderately dangerous materials and/or equipment but where there is little chance of injury

Day travel (50 km or greater outside the city limits) may be required 25-50% of the time

3.0 Regular exposure to disagreeable elements

Exposure to severe disagreeable conditions such as extreme changes in temperature or weather and/or noxious odours

Hazards involve the handling of radioactive or bio-hazardous material and/or dangerous equipment that are an integral and regular part of the activities of the job (e.g. level 2 or 3 containment lab)

Potential hazards include the possibility of serious injury or non-incapacitating occupational diseases

Overnight travel required 25-50% of the time OR day travel required greater than 50% of the time (50 km or greater outside the city limits)

4.0 Constant exposure to severely disagreeable elements

Full-time exposure to disagreeable conditions that require protective clothing or equipment be worn at all times (e.g. level 4 containment lab)

Potential hazards include fatal accidents or incapacitating occupational diseases

Overnight travel greater than 50% of the time
