

# DEFINITION OF FACTORS

## FACTOR 1 - EDUCATION

This factor is used to measure the amount of formal academic, technical or vocational education required to undertake the duties of the position. The following characteristics of the work are to be considered in selecting a degree:

- The specialized knowledge necessary for a comprehensive understanding of the work elements involved.
- The minimum formal academic, technical or vocational education necessary to perform the work.

Degree	Degree Definition
1	Required education level is completion of some secondary school (grade 10) or equivalent.
2	Required education level is completion of some secondary school (grade 10) or equivalent plus specific academic, vocational or technical training of up to one year in duration.
3	Required education level is completion of secondary school (grade 12) or equivalent.
4	Required education level is completion of secondary school (grade 12) or equivalent plus up to and including one year post-secondary or equivalent.
5	Required education level is completion of secondary school (grade 12) or equivalent and completion of two years post-secondary or equivalent.
6	Required education level is completion of secondary school (grade 12) or equivalent and completion of three years post-secondary or equivalent.
7	Required education level is completion of four years post-secondary or equivalent.
8	Required education level is completion of 5 years of post-secondary or equivalent.

## FACTOR 2 – EXPERIENCE

This factor is used to measure to the minimum time required in prior related experience to learn the techniques, methods and practices necessary to perform the job. Previous experience includes experience in related or lower jobs, other relevant work or life experiences necessary to perform the job.

Select the experience degree level that corresponds with the minimum level of experience stated in the job description.

Degree	Degree Definition
1	Up to and including 6 months. Approved Wording: Minimum 6 months experience
2	Over 6 months and up to and including 1 year. Over 6 months experience OR Minimum 1 year experience
3	Over 1 year and up to and including 2 years. Approved Wording: Over 1 year experience OR Minimum 2 years' experience
4	Over 2 years and up to and including 4 years. Approved Wording: Over 2 years of experience OR Minimum 3 years' experience OR Minimum 4 years' experience
5	Over 4 years and up to and including 6 years. Approved Wording: Over 4 years' experience OR Minimum 5 years' experience OR Minimum 6 years' experience
6	Over 6 years and up to and including 8 years. Approved Wording: Over 6 years' experience OR Minimum 7 years' experience OR Minimum of 8 years' experience
7	Over 8 years. Approved Wording: Over 8 years' experience

## FACTOR 3 – JUDGEMENT

This factor is used to measure the requirement of the position to exercise judgement, the opportunity to make decisions and influence change. Consider the following characteristics of the work in selecting a degree:

- Complexity of tasks and assignments.
- Must have 2 out of 3. If the position meets one of the three items in Degree 2 and two of the three items in Degree 3, the position is properly evaluated in Degree 3.
- The bullets below are intended to reflect 3 areas:
  - Complexity of the task or assignments. Requirement to work to detailed and establish procedures, standards, practices and precedents.
  - The level of latitude allowed and the opportunity for decision making.
  - When solving problems consider the level of direction required or how often the work is reviewed or how often input is sought from a supervisor OR a combination of all.

Degree	Degree Definition
1	<ul style="list-style-type: none"> <li>– Tasks are clearly defined.</li> <li>– Little or no latitude exists for exercising judgement.</li> <li>– Most problems are referred to supervisor.</li> </ul>
2	<ul style="list-style-type: none"> <li>– Assignments are covered by well-defined methods and procedures (incumbent to determine tasks to complete assignment).</li> <li>– Occasional latitude exists for exercising judgement within established guidelines.</li> <li>– Will solve routine problems, most unusual problems are referred to the supervisor.</li> </ul>
3	<ul style="list-style-type: none"> <li>– Assignments may require adapting established methods and procedures to obtain the desired end result.</li> <li>– The exercise of judgement is frequent, but is restrained by departmental objectives.</li> <li>– Direction is sought only when apparent solutions to problems are not within the intent of established practices.</li> </ul>
4	<ul style="list-style-type: none"> <li>– Assignments frequently involve modifying established methods or procedures or devising new courses of action consistent with existing policies or legislation.</li> <li>– The exercise of judgment is, almost continuous and is complicated by the need to consult and/or coordinate action plans.</li> <li>– Incumbent’s expertise in a specific field, enables them to solve more complex problems independently, however they are expected to keep supervisor apprised of decisions made.</li> </ul>
5	<ul style="list-style-type: none"> <li>– Assignments involve development of solutions to diverse and inter-related problems often having conflicting requirements.</li> <li>– The exercise of judgement is extensive and involves complex, far-reaching, and/or sensitive issues.</li> <li>– Consultation with supervisor concerning difficult problems is not normally expected.</li> </ul>

## FACTOR 4 – IMPACT OF DECISIONS

This factor is used to measure the potential impact, to a unit/department or UBC, of making errors in exercising judgement.

**In measuring this factor, consider errors in judgement, not mistakes that are attributable to carelessness. An error in judgement is a conscious decision to do or not to do something which can result in negative repercussions.**

Degree	Degree Definition
1	Incorrect or inappropriate recommendations/decisions/actions, resulting from errors in judgement, have a minor effect on service to the public/students/staff and/or financial costs.
2	Incorrect or inappropriate recommendations/decisions/actions, resulting from errors in judgement, have limited effect on service to the public/students/staff or limited financial costs.
3	Incorrect or inappropriate recommendations/decisions/actions, resulting from errors in judgement, have moderate consequences to students/staff and public relations, reduced service to the public, financial costs, and require intervention by supervisory staff to deal with the repercussions.
4	Incorrect or inappropriate recommendations/decisions/actions, resulting from errors in judgement, have substantial, usually short-term consequences; reduced or impaired service to the public/students/staff; negative media reaction, significant financial costs; and require senior staff to deal with the repercussions.

## FACTOR 5 – FINANCIAL RESPONSIBILITY

This factor is used to measure the level of responsibility or accountability for financial resources. The following characteristics of the work are to be considered in selecting a degree:

- The responsibility for financial processing.
- The responsibility for activities that result in making financial commitments.

Degree	Degree Definition
1	Either no responsibility for financial transactions or some involvement in basic handling or processing of cash or equivalent.
2	Responsibility for handling or processing cash or equivalent.
3	Responsibility and accountability for complex expenditures or recoveries in accordance with detailed written procedures.
4	Responsibility for activities which result in substantial financial commitments made in the absence of detailed written procedures or authorization.

## FACTOR 6 – RESPONSIBILITY FOR THE WORK OF OTHERS

This factor measures the continuing responsibility that the incumbent assumes for the supervision and/or direction of staff. Consider the following characteristics of the work in selecting a degree:

- The nature of supervision given.
- The number of employees supervised.

\*Do not consider occasional supervision, such as that performed during the absence of the supervisor on vacation or sick leave.

Degree	Degree Definition
1	The work does not have the requirement to exercise supervision. May explain work procedures to new or inexperienced employees.
2	Although formal supervisory responsibilities are not part of the job, employee oversees the tasks and assignments of other workers performing similar duties with responsibilities such as scheduling and assigning work, training staff, providing direction, checking work in progress and upon completion. This level does not include responsibility for personnel matters such as hiring, promoting, or appraising the work of others.
3	The work involves supervisory duties such as scheduling and assigning work, providing advice and direction, making short-term adjustments to staffing allocations and establishing work standards and monitoring work quality and quality standards. This level has input into decision making for all or some personnel matters such as making hiring or promotion recommendations, and appraising the work of others.
4	The work involves supervisory duties such as scheduling and assigning work, providing advice and direction, making short-term adjustments to staffing allocations and establishing work standards and monitoring work quality and quality standards. Personnel responsibilities include appraising the work of employees and recommending for hiring and promoting.

## FACTOR 7 – INTERPERSONAL COMMUNICATIONS

This factor is used to evaluate the need for applying different levels of interpersonal and communication skills with others including staff, students, faculty, members of other organizations and the general public. It assesses the responsibility for providing services to others through information exchange, support or instruction, both written and verbal. Consideration should be given to the nature and purpose of such communications and the importance and impact to the organization. Contacts are of a personal nature: talking face-to-face, on the telephone, making presentations, written communications, providing instructions and public appearances.

Degree	Degree Definition
1A	Contacts require courtesy. Purpose is to exchange/discuss Information in accordance with current policies and technical practices.
1B	Contacts require courtesy. Purpose is to clarify/exchange and discuss information of a comprehensive or specialized nature.
1C	Contacts require courtesy. Purpose is to gain cooperation; coordinate programs; mitigate high tension or emotional situations.
1D	Contacts require courtesy. Purpose is to obtain funding; initiate major programs and policies; negotiate major contracts; handle major sensitive issues.
2A	Contacts require tact and discretion. Purpose is to exchange/discuss Information in accordance with current policies and technical practices
2B	Contacts require tact and discretion. Purpose is to clarify/exchange and discuss info. of a comprehensive or specialized nature.
2C	Contacts require tact and discretion. Purpose is to gain cooperation; coordinate programs; mitigate high tension or emotional situations.
2D	Contacts require tact and discretion. Purpose is to obtain funding; initiate major programs and policies; negotiate major contracts; handle major sensitive issues.
3A	Contacts require human relations and communication skills. Purpose is to exchange/discuss Information in accordance with current policies and technical practices
3B	Contacts require human relations and communication skills. Purpose is to clarify/exchange and discuss information of a comprehensive or specialized nature.
3C	Contacts require human relations and communication skills. Purpose is to gain cooperation; coordinate programs; mitigate high tension or emotional situations.
3D	Contacts require human relations and communication skills. Purpose is to obtain funding; initiate major programs and policies; negotiate major contracts; handle major sensitive issues.

## FACTOR 8 – PHYSICAL DEMAND

This factor measures the frequency and intensity of the physical demands (effort) required by the job that would result in physical fatigue. This would include standing for long periods, walking, lifting, pushing, pulling, carrying and fine hand movements. The following characteristics of the work are to be considered in selecting a degree:

- The frequency and duration of performing tasks that cause fatigue.
- Always assume that the incumbent is of adequate physique for the type of work involved, regardless of sex.
- The requirements to assume an uncomfortable or awkward posture.
- The requirement to lift, push or pull objects.

Degree	Degree Definition
1	The work involves; occasional light physical activity
2	The work involve; occasional moderate physical activity or frequent light physical activity
3	The work involves; occasional heavy physical activity or frequent moderate physical activity or almost continuous light physical activity
4	The work involves; frequent heavy physical activity or almost continuous moderate physical activity
5	The work involves almost continuous heavy physical activity



## FACTOR 9 – SENSORY DEMAND

This factor refers to the sensory fatigue resulting from performing the duties of the job. Sensory demands are those activities that use one or more of the five senses (sight, taste, smell, touch and hearing) in the course of the job requirements. Determine the tasks or phases of the work requiring a concentrated effort, (fixed or focused attention) and consider the following in selecting a degree:

- The frequency of performing tasks that cause sensory fatigue.
- The duration of time spent on tasks that cause sensory fatigue.

Degree	Degree Definition
1	The work involves occasional short periods of concentration which result in only normal sensory concentration
2	The work involves occasional intermediate or frequent short, periods of sensory concentration
3	The work involves occasional long or frequent intermediate or almost continuous short periods of sensory concentration
4	The work involves frequent long or almost continuous intermediate periods of sensory concentration
5	The work involves almost continuous long periods of sensory concentration

## FACTOR 10 – WORK ENVIRONMENT

This factor is used to measure the frequency of exposure to undesirable or disagreeable working conditions under which the work is performed. The following characteristics of the work are to be considered in selecting a degree:

- Exposure to such unpleasant or disagreeable conditions as dirt, dust, temperature extremes, fumes, chemicals, obnoxious odours, noise, vibration, inclement weather, deadlines, poor lighting, hazards which present a risk to health or personal safety. The frequency of undesirable working conditions must be related to work for a significant portion of time throughout the year.
- Consider only those conditions which are inherent in the nature of the work. Do not consider extreme situations, that is, where the risk of a specific accident or situation occurring is unlikely.

Degree	Degree Definition
1	The work is performed in an environment with almost no exposure to disagreeable conditions and/or hazards.
2	The work is performed in an environment with occasional exposure to minor disagreeable conditions and/or hazards.
3	The work is performed in an environment with frequent exposure to minor or occasional exposure to major disagreeable conditions and/or hazards.
4	The work is performed in an environment with almost continuous exposure to minor or frequent exposure to major disagreeable conditions and/or hazards.
5	The work is performed in an environment with almost continuous exposure to major disagreeable conditions and/or hazards.