

# MANAGEMENT CLASSIFICATION AND COMPENSATION FRAMEWORK JOB EVALUATION PLAN

	Band 1 \$65,300- \$93,100	Band 2 \$76,500 - \$108,100	Band 3 \$88,700 - \$125,700	Band 4 \$105,900 - \$140,800	Band 5 \$123,100 - \$157,100	Band 6 \$141,800 - \$173,500
<b>LEADERSHIP</b>	Supervisory: Leads non-management employees;  OR Individual Contributor: Full-working level position providing program and operational services.	Supervisory: Leads non-management employees and may lead Band 1 excluded management employees;  OR Individual Contributor: Employees with professional, generalist or technical expertise.	Supervisory: Leads professional and/or management employees;  OR Individual Contributor: Senior employees who are recognized experts or designated professionals.	Supervisory: Leads one or more teams that include professional and/or management employees;  OR Individual Contributor: Top provincial-wide specialist, aka the "guru".	Supervisory: Leads several subordinate managers who themselves are accountable to lead others. Typically reports to an ADM.  OR Individual Contributor: In unique circumstances only.	Supervisory: Directs multiple program areas of significant size and complexity. Leads several subordinate managers.  OR Individual Contributor: In exceptionally unique circumstances directly supporting government priorities.

**AND at least 2 criteria from Problem Solving; and at least 1 criterion from Autonomy:**

		Band 1	Band 2	Band 3	Band 4	Band 5	Band 6
<b>PROBLEM SOLVING</b>	Scope/Impact	Makes decisions that have limited impact and provides input into strategic decisions.	Makes decisions that have moderate impact and provides input into strategic decisions.	Makes decisions that have considerable long-term impact and is accountable for determining the objectives of an operation or project(s) to achieve the defined outcomes.	Makes decisions that have significant long-term impact and is accountable for determining the goals and objectives of multiple operations or projects to achieve the defined outcomes.	Makes decisions that have extensive long-term impact with ministry or government-wide implications and is accountable for strategic decisions and defined outcomes of multiple businesses.	Makes decisions that have strategic impacts and outcomes that will significantly advance the socio-economic agenda of the province.
	Complexity	Provides services where issues can be resolved over the short-term.	Manages the delivery of operation, services and/or project(s).	Manages the delivery of considerable operation, services and/or project(s) with ministry-wide implications.	Manages a portfolio of multi-faceted operation(s) and/or project(s) with government-wide implications.	Oversees an extensive portfolio of distinct multi-faceted operations and/or project(s) with government-wide implications.	Oversees a broad portfolio of government priorities that are extremely sensitive in nature or are of high public profile.
	Influence	Identifies and/or maintains working relationships with customers through regular, influential contact.		Identifies and/or maintains collaborative relationships with customers (e.g. other provincial employees or the public) through strongly influential contact and/or negotiation.	Identifies and manages collaborative relationships with clients (e.g. senior executives) and customers (e.g. other provincial employees or the public) through strongly influential contact and/or negotiation to align diverse interests.	Engages in strategic relationships with clients and customers, represents authority and is accountable for risk management within the program, business, project(s), and/or initiative(s).	Accountable for strategic relationships or negotiations with high profile partners involving significant financial, socio-economic or public safety/well-being impacts, represents authority and is accountable for risk management within the program area(s), ministry, and/or for government-wide issues.
<b>AUTONOMY</b>	Independence	Solves issues in area(s) of expertise, soliciting guidance from others on more complex or non-routine issues.	Solves issues in area(s) of expertise, occasionally soliciting guidance from more senior managers on highly complex issues.	Solves complex issues; capable of setting precedents in area(s) of expertise when necessary.	Exercises independent judgement on highly complex, broad-scope issues.	Regularly provides independent judgement outside of policy on highly complex, government-wide issues.	Ability to exercise extensive statutory authority as provided through enabling legislation OR comparable levels of authority to make decisions that result in high-level impacts.
	Discretion	Works within established policies, frameworks and/or protocols for area(s) of expertise.	Works within established policies, frameworks and/or protocols for area(s) of expertise with ability to use discretion in unusual situations.	Provides authoritative advice and/or input into policies, frameworks and/or protocols within area(s) of expertise.	Guides the decisions of others by establishing policies, frameworks and/or protocols.	Leads improvement of programs, services or projects by establishing multi-faceted policies, frameworks and protocols within areas of expertise.	Sets direction of new and/or significant programs, services or projects by establishing multi-faceted policies, frameworks and protocols for government priorities.

**LEADERSHIP:**

Describes the level of accountability for managing staff, which includes determining direction and influencing others to accomplish the goals of the organization. For excluded managers who do not have subordinates, it also describes an acceptable level of individual contributor.

**PROBLEM SOLVING:**

Describes the degree of exposure to issues of varying levels of scope/impact, complexity and influence. This represents the extent to which the position affects or brings about the end results of the organization. Also includes the level of human relations skills required to solve problems.

**AUTONOMY:**

Describes the extent to which discretion and independence exists through the availability of policies, frameworks and protocols that control or guide the way in which issues are dealt with and decisions are made. Also reflects the consequences of the decisions that are made.

## DEFINITIONS:

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**Accountable:** Having the sole obligation to demonstrate and take responsibility for performance in light of agreed expectations; having the sole obligation to answer for action. (Accountabilities, unlike responsibilities, cannot be shared).

**Authoritative Advice:** Enforceable\* advice given by the recognized expert or designated professional. (\* the advice giver does not have to be the enforcer).

**Business (es):** Multi-faceted core areas of service or enterprise that comprise the primary deliverables of the ministry. Also included in this definition are cross-government functions such as, but not limited to, information technology, human resources and financial management.

**Clients:** End users of products and/or services. Senior executives who define the products and services we deliver. This group includes Deputy Ministers, Associate Deputy Ministers and Assistant Deputy Ministers.

**Complexity:** The level of difficulty or intricacy of an issue or subject matter which is higher if composed of many parts.

**Considerable:** Larger than moderate; fairly large in quantity, extent or amount.

**Consultation:** The exchange of opinions.

**Discretion:** Ability to guide the way in which issues are dealt with and decisions are made.

**Customer:** End users of products and/or services. This group could include other provincial employees and/or members of the public.

**Designated professional:** A registered professional holding a practising certificate who is authorized to enforce conformance to the rules or standards of a profession.

**Develop:** Create or significantly improve guidelines.

**Extensive:** Covering a large area; having a great range.

**External partners:** May include other Canadian jurisdictions (provincial, territory or federal), governments outside of Canada, First Nations, or health authorities etc.

**Framework:** A basic structure underlying a system, concept or text.

**Generalist:** A person competent in several fields, activities, or subject areas.

**Goals:** General statements of end results that an organization intends to accomplish over a specified period of time, typically up to three years for Band 4.

**Guidelines:** Criteria that are guiding or directing action.

**Guru:** An individual who is recognized as a leading expert due to their advanced qualifications and experience. Described as the expert of experts.

**Impact:** Measure of the tangible and intangible effects (consequences) of one's action or influence upon others.

**Independence:** Discretion to act without direction and/or guidance from more senior positions.

**Influence:** Ability to affect the decisions or actions of others in order to achieve an acceptable level of cooperation including from those of differing or opposing interests.

**Leads:** Provides: (a) supervision of staff including assignment of work, development and evaluation of performance plans, approval of leave, response to grievances and initiation of discipline processes; (b) leadership to indirect reports that are significantly influenced; (c) leadership to project teams; (d) leadership to other levels of government (e.g. through a governance model); (e) leadership to Trusts, Agencies, Societies (e.g. where formal authority is held by the ministry).

**Limited:** Restricted in size, amount or extent.

**Managers/Management:** Includes the following groups: excluded government manager, included government manager, contract manager of a team, project manager of a team, managerial positions established through formal partnership agreements.

**Moderate:** Medium quantity, extent or amount.

**Multi-faceted:** Having multiple features or perspectives to consider; having many distinct parts.

**Multiple:** More than one.

**Negotiation:** Basic: Ability to reach a settlement where the parties are generally cooperative and have a number of common interests. Formal: Ability to reach a settlement when parties are not cooperative and do not have common interests.

**Non-management:** Employees who are in a bargaining unit or Schedule A position.

**Objectives:** Specific measurable end results to be accomplished within specific time limits; the "how, when and who" for achieving a goal.

**Operation:** A business, or a major segment of a business, that transforms inputs such as material, money, information and labour into outputs in the form of finished goods and services.

**Outcomes:** The key business results that follow as a desired consequence of strategic planning.

**Partners:** A person, group or organization that has interest or concern in an organization; can affect or be affected by the organization's actions, objectives and policies.

**Policy/Policies:** Overall plan(s) or guideline(s) outlining the limits of acceptable actions.

**Professional:** A member of a profession or an employee who has knowledge of an underlying body of theory which must be understood in order to plan, research, review and respond to complex issues related to the work.

**Programs:** A set of operational or systems to fulfill established goals and policies.

**Protocol:** A system of rules that explain the correct conduct and procedures to be followed in formal situations.

**Recognized expert:** An individual whose qualifications, experience and opinions are so respected by those in the profession that others look to this individual as the authoritative source for advice and guidance.

**Routine:** A regular procedure or pattern.

**Scope:** The range or extent.

**Senior:** Work is completed independently and the individual is capable of setting precedents.

**Services:** The provision of resources and assistance to others.

**Several:** Three or more.

**Significant:** Large in terms of extent and degree of impact on the operational efficiency and/or effectiveness of the ministry.

**Strategic:** Establishment of plans, frameworks and/or initiatives that set the regulatory and legislative direction of the organization, and ensure that the organizational mandate, goals and objectives are being met.

**Technical:** Characterizing or showing skill in or specialized knowledge of applied arts and sciences.

# MCCF JOB EVALUATION PLAN - APPLICATION GUIDELINES

	Band 1 \$65,300 - \$93,100	Band 2 \$76,500 - \$108,100	Band 3 \$88,700 - \$125,700	Band 4 \$105,900 - \$140,800	Band 5 \$123,100 - \$157,100	Band 6 \$141,800 - \$173,500
General Guidance	<p>This band represents a full working level position providing program and/or operational services.</p> <p>May include supervision of employees classified at Grid R21 or less, but would not include supervision of other management employees.</p> <p>Relationships relate to delivery of corporate and operational programs.</p> <p>Decisions typically relate to corporate administration, information compilation, issues management, etc.</p> <p>Generally deals with routine issues and problems that require the exercise of some discretion.</p> <p>Solves problems from choosing between a known range of solutions and/or prescribed protocols.</p> <p>In some cases, this will be a bargaining unit offset where the position is deemed to be a Schedule A or statutory exclusion.</p>	<p>This band requires a professional designation or university degree or equivalent.</p> <p>Subordinate employees would be engaged in direct program or service delivery for a defined area of expertise.</p> <p>Position makes decisions without consultation and will participate in the development of guidelines and procedures. Decisions transcend following prescribed guidelines and reflect greater independence of action than Band 1. <i>These are not decisions related to office administration, information compilation, issues management, etc. where impact is limited.</i></p> <p>Some positions will plan, lead, organize and evaluate a portfolio of work where reference to a higher authority is reserved for highly complex problems.</p> <p>Although decisions can commit to a course of action there are typically subject matter experts available for consultation.</p> <p>Partner engagement may involve managing the sharing of information, coordinating business activities, providing guidance to influence outcomes in a governance or regulatory role.</p>	<p>This band has supervisory responsibility for Band 2 positions that are within a recognized professional discipline.</p> <p>Depth of knowledge in a broad subject matter area that is gained through extensive study and/or experience sufficient to be an authority. Provides functional guidance to others in area of expertise.</p> <p>Partner engagement typically involves collaboration to represent the business, project(s) and/or initiative(s), with a focus on building strong trust-based relationships with partners.</p> <p>This band could be described as the “seasoned expert”. Plays active role in the development of new policies, procedures and program delivery.</p> <p>Options to resolve issues often demonstrate new and innovative approaches, reflect change management goals, and typically involve extensive consultation with other partners.</p> <p>The position has authority to make final decisions without reference to a higher authority on matters of considerable impact.</p>	<p>This band has primary responsibility to plan requirements and anticipate long term needs and trends.</p> <p>Generally no higher source of subject matter experts to whom to defer. May be a subject matter expert in more than one area.</p> <p>Partner engagement is focused on identifying new opportunities for collaboration or negotiation, committing resources and may be a representative in formal negotiations.</p> <p>Establishes policies, frameworks and protocols to guide the decisions of others.</p> <p>Course of action or decisions may set a precedent for future program and service delivery.</p> <p>Influence and scope/impact extends over a wide geographic area covering a large number of citizens.</p> <p>Program and service responsibilities will typically be multi-faceted.</p>	<p>This band is typified by positions that articulate a vision and strategy consistent with government’s goals and objectives.</p> <p>Reporting relationship will typically be to an executive position (or Band 6 in a minority of cases).</p> <p>The position will require a significant depth of subject matter knowledge, or be typified by its leadership qualities to manage large and diverse teams.</p> <p>Partner engagement involves providing oversight of negotiation or consultations for major business(es), project(s), and/or initiative(s) and to represent the interests of the Province or Ministry when evaluating commitments.</p> <p>Routinely makes decisions where no precedent exists and outcomes are not necessarily known.</p> <p>Responsible for several significant functions or for a single major function that impacts the ministry or government framework.</p> <p>Responsibilities and actions overlap with other program/service areas and decisions cannot always be made in isolation without considering such impacts.</p> <p>Bona fide responsibility for extensive resources (i.e. not a shadow budget controlled by another authority).</p>	<p>This band is achieved through the scope and dimensions of the job and the relationship to government priorities. A position must clearly meet Band 5 criteria for special Deputy Minister consideration at Band 6.</p>

Note: Typically, Leadership criteria will align with Problem Solving and Autonomy criteria within the same band; however, the level of Leadership is not the driver for role allocation. In some situations, a position may fall within a different band for Leadership than for Problem Solving and Autonomy (e.g. it may fall within a higher band in Leadership and a lower band in Problem Solving and Autonomy; or it may fall within a lower band in Leadership and a higher band in Problem Solving and Autonomy). In these cases, the position is allocated to the Band in which the majority of criteria are met (i.e. the position meets at least 2 criteria for Problem Solving and at least 1 criteria for Autonomy within the same band). If a position does not meet the majority of criteria within a band, the role would be allocated to the lower band.