

Grade Matrix for Excluded Classification (EC)

EC 1-17

For Classification Consultants

Classification Unit
Public Service Commission



EC 17, Broad Strategic Guidance

Chief Officer/Controller/Executive Director

G III 3 / F+ 4 / F 7

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> Provides executive level direction within a large &/or complex Department, Agency, or Office (hereafter called department). Has significant impact across government & develops long-term strategies & total departmental level guidelines. Executive leadership to multiple large & diverse functional areas. Responsible to manage major capital budgets. Responsible to integrate several business functions across the department & government. Has departmental accountability & final signoff within a major & complex division.
Knowledge & Experience	<ul style="list-style-type: none"> Possesses diverse, substantial/cumulative knowledge of multiple business functions within a complex department. 15+ years breadth of experience within profession/specialization. Minimum 3 years at a senior level. Executive-level experience including translating organizational vision into operations, developing & executing policy initiatives, developing & managing human resources & budgets, & managing complex partnerships & stakeholder relationships. Demonstrated extensive experience in the management & development of staff or progressive experience leading senior level projects or program teams. Highly seasoned, recognized expert/professional with comprehensive knowledge; is considered an expert internally & externally within profession.
Challenges & Decision Making	<ul style="list-style-type: none"> Significantly improves business processes within major function/business or within major cross governmental initiatives Has decision-making authority over a large and complex area(s) & autonomy to deliver on goals of multiple functions or divisions Key influencer to others cross functionally to ensure department/functional goals met & conflicts resolved in effective manner. Encounters complex non-recurring challenges & must continually interpret, evaluate & assess to develop options. Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible initiatives. Has significant freedom to act & awareness of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Can report into all levels of government & acts upon the information found. Works with other department leaders (internal & external to department) to develop integrated strategies for improving customer satisfaction & customer service that support overall business goals; works with others to develop integrated strategies for enhancing internal systems & practices to better support customer service. Builds cross functional relationships to gain support; maintains positive relationships with key stakeholders who have a significant impact on the success of government, may represent the department/government in public speaking venues &/or community events. (is the key influencer).
Leadership	<ul style="list-style-type: none"> Usually reports to a Deputy Head. Communicates long-term vision for a large/multi-functional & complex division. Leads change.
Project Management Accountabilities	<ul style="list-style-type: none"> Provides strategic direction (leadership & vision) for major & cross-departmental project initiatives. Provides high-level direction to Directors who are accountable to lead, direct & guide the development & implementation of a major initiatives & projects on behalf of the department, & under the authority of the Deputy Head.
Key Responsibilities	<p style="text-align: center;">EC 16, Broad Strategic Guidance</p> <p style="text-align: center;"><i>Executive Director</i></p> <p style="text-align: center;">F+ III 3 / F+ 4 / F 6+</p> <ul style="list-style-type: none"> Provides executive level direction within a Department, Agency, or Office (hereafter called

& Accountabilities	<p>department).</p> <ul style="list-style-type: none"> Has a significant impact on the department &/or across government & develops long term strategies & total departmental guidelines. Executive leadership to multiple diverse functional areas. Responsible to manage major capital budgets. Responsible to integrate several business functions across the department & government. Has departmental accountability & final signoff within a division.
Knowledge & Experience	<ul style="list-style-type: none"> Possesses substantial broad &/or deep knowledge of diverse/multiple business functions within a department. 10-15 years breadth of experience within profession/specialization. minimum of 3 years at a senior level. Executive-level experience including translating organizational vision into operations, developing & executing policy initiatives, developing & managing human resources & budgets, & managing complex partnerships & stakeholder relationships. Demonstrated extensive experience in the management & development of staff or progressive experience leading senior level projects or program teams. Highly seasoned, recognized specialist/ professional with comprehensive knowledge; is considered an expert internally & externally within profession.
Challenges & Decision Making	<ul style="list-style-type: none"> Significantly improves business processes within major function/business or within cross governmental initiatives. Has decision-making authority & autonomy to deliver on goals of multiple functions or divisions. Key influencer to others cross functionally to ensure department/functional goals met & conflicts resolved in effective manner. Encounters complex non-recurring challenges & must continually interpret, evaluate & assess to develop options. Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible initiatives. Has significant freedom to act & awareness of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Can report into all levels of government & acts upon the information found. Works with other department leaders (internal & external to department) to develop integrated strategies for improving customer satisfaction & customer service that support overall business goals; works with others to develop integrated strategies for enhancing internal systems & practices to better support customer service. Builds cross functional relationships to gain support; maintains positive relationships with key stakeholders who have a significant impact on the success of government, may represent the department/government in public speaking venues &/or community events. (is the key influencer).
Leadership	<ul style="list-style-type: none"> Usually reports to a Deputy Head. Communicates long-term vision for a division with multiple related & unrelated functions. Leads change.
Project Management Accountabilities	<ul style="list-style-type: none"> Provides strategic direction (leadership & vision) for project initiatives. Provides high-level direction to Director who is accountable to lead, direct & guide the development & implementation of a major initiatives & projects on behalf of the department, & under the authority of the Deputy Head.

EC 15, Broad Strategic Guidance

Director/Managing Director

F III 3 / F 4 / F 6

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> Provides executive level direction within a Department, Agency, or Office (hereafter called department). Has a significant impact on the department &/or across government & develops long term strategies & total departmental guidelines. Executive leadership to a large specialized function or multiple functional areas within a department. Responsible to manage major capital budgets. Responsible to integrate several business functions across the department & government. Has departmental accountability & final signoff within a division.
Knowledge & Experience	<ul style="list-style-type: none"> Possesses broad knowledge of many business functions & possesses a deep experience within areas of expertise. In-depth understanding & advanced knowledge of area or functions. 10+ years breadth of experience within profession/specialization. Minimum of 3 years at a senior level. Executive-level experience including translating organizational vision into operations, developing & executing policy initiatives, developing & managing human resources & budgets, & managing complex partnerships & stakeholder relationships. Demonstrated experience in the management & development of staff or progressive experience leading senior level projects or program teams.
Challenges & Decision Making	<ul style="list-style-type: none"> Improves business processes within the function or within major projects. Has decision-making authority & autonomy to deliver on goals of multiple functions or division Key influencer to others cross functionally to ensure department/ functional goals met & conflicts resolved ineffective manner. Encounters complex non-recurring challenges & must continually interpret, evaluate & assess to develop options. Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible assignments. Work is accepted technically as accurate & feasible. Has freedom to act & must be aware of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Can report into all levels of government & acts upon the information found. Works with other department leaders (internal & external to department) to develop integrated strategies for improving customer satisfaction & customer service that support overall business goals; works with others to develop integrated strategies for enhancing internal systems & practices to better support customer service. Builds cross functional relationships to gain support; maintains positive relationships with key stakeholders who have a significant impact on the success of government, may represent the department/government in public speaking venues &/or community events. (is the key influencer).
Leadership	<ul style="list-style-type: none"> Usually reports to a Deputy Head. Communicates long-term vision for a division with a few related functions or one major function. Leads change.
Project Management Accountabilities	<ul style="list-style-type: none"> Provides strategic direction (leadership & vision) for project initiatives. Provides high-level direction to Directors who are accountable to lead, direct & guide the development & implementation of a major initiatives & projects on behalf of the department, & under the authority of the Deputy Head.

EC 14, Organizational/Authority

Director

F II+ 3 / E+ 4 or F 4 / E+ 6 or F 6-

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> Provides direction to multiple business process/ multi-function or project team(s) OR Senior Executive of a large separate entity. Has a significant impact on the division with core long-term strategic responsibility. Responsible to manage major capital budgets. Has a corporate line of sight with accountability for running the business (i.e. self-contained business unit) but may not have final signoff. Performs strategy advisory/principal level consulting role to senior executives, across government & to executive officers on highly complex matters in multi-functional discipline.
Knowledge & Experience	<ul style="list-style-type: none"> Possesses broad knowledge of many business processes & possesses a deep experience within area(s) of expertise. In-depth understanding & advanced knowledge of multiple area or function that are diverse in nature. 10+ years breadth of experience within profession/ specialization. Highly seasoned, recognized specialist/ professional with comprehensive knowledge; is considered an expert internally & externally within functional area.
Challenges & Decision Making	<ul style="list-style-type: none"> Directs business processes within the function or within major projects/initiatives. Has decision-making authority & autonomy to deliver on goals of multiple functions or division; key influencer to others cross functionally to ensure department/functional goals met & conflicts resolved ineffective manner. Encounters complex non-recurring challenges & must continually interpret, evaluate & assess to develop options. Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible assignments. Work is accepted technically as accurate & feasible. Has freedom to act & must be aware of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Can report into all levels of government & acts upon the information found. Works with other senior leaders to develop integrated strategies for improving customer satisfaction & customer service that support overall business goals; works with others to develop integrated strategies for enhancing internal systems & practices to better support customer service. Builds cross functional & cross divisional relationships to gain support; maintains positive relationships with key customers, suppliers etc. who have a significant impact on the success of the organization, may represent the organization in public speaking venues &/or community events (is a key influencer).
Leadership	<ul style="list-style-type: none"> Usually reports to an Executive Director. Provides clarity regarding division's core business function, roles & responsibilities & makes decisions regarding strategic direction & operation of the section.
Project Management Accountabilities	<ul style="list-style-type: none"> Responsible for the strategic direction of project initiatives. Lead, directs, & guides development & implementation of major initiatives & projects on behalf of the division/department.

EC 13, Organizational/Authority

Director

F II 3 / E+ 4 / E 6 or E+ 6

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Provides managerial direction to a large business function/unit or multiple business process/function or project team OR Senior Manager of a separate entity. • Has a significant impact on the business unit OR Develops short & long term strategies for the entity. • Responsible to manage major capital budgets. • Has a corporate line of sight (but not direct accountability) – it is a unique position with accountability for running the business (i.e. self-contained business unit) but not final signoff. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Specialized professional with government-wide accountability. • Provides advanced technical expertise in a specialized function. • Critical player in coordinated business plan involving functional areas. • Performs in a strategy advisory/consulting role to a division, across government & to executive officers on highly complex matters in functional discipline.
Knowledge & Experience	<ul style="list-style-type: none"> • Possesses knowledge of a many business processes & possesses a deep experience within area of expertise & in-depth understanding & advanced knowledge of area or function. • 9-10 years breadth of experience within profession/ specialization. • Highly seasoned, recognized specialist/ professional with comprehensive knowledge; is considered an expert internally & externally within specialty area.
Challenges & Decision Making	<ul style="list-style-type: none"> • Significantly improves business processes within the function or within major projects. • Has decision-making authority & autonomy to deliver on goals of functional areas. • Key influencer to others cross functionally to ensure department/ functional goals met & conflicts resolved in an effective manner. • Encounters complex non-recurring challenges & must continually interpret, evaluate & assess to develop options. • Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible assignments. • Work is accepted technically as accurate & feasible. • Has freedom to act & must be aware of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Can report into all levels of government & acts upon the information found. • Works with other leaders to develop integrated strategies for improving customer satisfaction & customer service that support overall business goals; works with others to develop integrated strategies for enhancing internal systems & practices to better support customer service. • Builds cross functional relationships to gain support; maintains positive relationships with key customers, suppliers etc. who have a significant impact on the success of the organization, may represent the organization in public speaking venues &/or community events (is a key influencer).
Leadership	<ul style="list-style-type: none"> • Usually reports to a Managing Director or Executive Director. • Communicates vision/business direction & identifies functional or section/division linkages. • Retention of high potential &/or essential talent, usually a specialty.
Project Management Accountabilities	<ul style="list-style-type: none"> • Identify, lead & plan major province wide & cross departmental initiatives significant impact of project. • Oversees major projects, which can have impact on other departments, to ensure all work is integrated & aligned with business goals. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Manages large, complex & strategically significant projects that have government wide impact. Leads other project management staff.

EC 12, Organizational/Authority

Manager/Senior Consultant

F I+ 3 or F II 2 / E 4 / E 5+

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Provides managerial direction for a specific business processes/functions or project teams. • Responsible for high level revenue & cost containment contributions of significant importance. • Plans, schedules & reviews the work of (professionals & supervisors). • Responsible for conducting &/ or contributing to performance appraisals & planning for training & development of staff. • Make recommendations concerning selection, discipline, & remuneration. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Provides technical expertise in a highly specialized function. • First level of full, functional specialization & has sufficient technical specialization to be called upon as a senior consultant. • Actively participates as key player in coordinated business plan involving functional areas. • Provides ideas, opinions & advice to others.
Knowledge & Experience	<ul style="list-style-type: none"> • Possesses general knowledge of a few business processes & more specific knowledge of one particular functional unit. • Full appreciation of organization's business & interactions. • 8-10 years breadth of experience within profession/specialization. • Advanced specialization in one or more areas of expertise; applies expertise cross-functionally. • Supports customer relationships & possesses strong interpersonal, people management, negotiation & communication skills.
Challenges & Decision Making	<ul style="list-style-type: none"> • Resolves most issues of an operational nature within unit/function. • Identifies opportunities for process improvement / product development/ customer relations by presenting & recommending alternatives. • Has decision-making authority & autonomy to deliver on goals of department/function, as applicable; influences others cross functionally to ensure department/functional goals met & conflicts resolved ineffective manner. • Encounters non-recurring challenges & must continually interpret, evaluate & assess to develop options. • Conducts significant analysis requiring a broad interpretation of issues & the integration of several areas of technical specialization. • Applies mature technical knowledge in planning, conducting & coordinating difficult, responsible assignments. • Lead by functional policies & general management direction. • Has considerable freedom to act & must be aware of high-risk components of work.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Recognizes the need to maintain strong customer relationships & works to meet & exceed current customer's needs/requirements. • Assists in the development & implementation of customer service enhancements on cross functional basis; plays role in resolving issues that require a cross functional solution; facilitates sharing of best practices on customer service. • Builds cross functional relationships to gain support; maintains positive relationships with key customers, suppliers etc. who have a significant impact on the success of the organization, may represent the organization in public speaking venues &/or community events.
Leadership	<ul style="list-style-type: none"> • <i>Usually reports to a Managing Director or Director.</i> • <i>Establishes & communicates common goals & direction for functional area; coordinates cross-functional communication, problem solving & team initiatives, champions' suitable ideas & innovations.</i> • <i>Provides regular coaching & guidance to less experienced specialists / professionals.</i>
Project Management Accountabilities	<ul style="list-style-type: none"> • Provides leadership to significant technical/business projects; May contribute unique specialization. • The primary focus is to manage the processes for planning, executing, monitoring & delivering projects which directly impact the successful implementation of the priorities of the division/department & government.
Key Responsibilities	<p style="text-align: center;">EC 11, Managerial/Professional</p> <p style="text-align: center;">Manager/Consultant</p> <p style="text-align: center;">E II 3 or E+ II 2 or F I 3 or F 1+ 2 / E 4 / E 5- or 5</p> <ul style="list-style-type: none"> • Provides managerial direction for small function/operating units of highly skilled in-scope/support or technical /i.e. professional staff with some coaching from own supervisor.

& Accountabilities	<ul style="list-style-type: none"> Takes a lead role in small to medium sized projects or routine operations. Plans, organizes & schedules the work performed by team. <p><i>And/or</i></p> <ul style="list-style-type: none"> Contributes to the success of an operating unit through specialized technical work direction &/or problem resolution. First full level of specialization or project management; applies specific area(s) of expertise in own functional area. Provides advice & guidance in area of specialization Responsible for developing supports, providing analytical tools, improving effectiveness & recommending alternatives.
Knowledge & Experience	<ul style="list-style-type: none"> Broad &/or deep knowledge &/or fundamental understanding of concepts, principles & practices Understands business processes, particularly those within functional unit; deep specialization in complex fields of knowledge. Understands the organization & provides technical guidance to other employees or specialist. Supports customer relationships & has strong communications skills; primarily concerned with influencing, developing, motivating (i.e. ability to persuade &/or negotiate) Thorough knowledge & understanding of technical /professional specialization 6-8 years post graduate. Broad mix of technical applications & organizational experience.
Challenges & Decision Making	<ul style="list-style-type: none"> Analyses specific issues, procedures & or products Provides recommendations on improving procedure & processes where situations are often grey &/or ambiguous; significant judgement is required. Has decision-making authority & autonomy to deliver on goals of team; makes decisions regarding work & development of team; influences others outside of team to ensure goals met & conflict resolved in effective manner. Significant analysis of complex issues with expectations for specific recommendations Directed by functional practices & management precedent, has significant freedom to manage risk & act in area of professional expertise.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Assists in the development & implementation of customer service enhancements in own functional area including responses to customer feedback; plays a role &/or coaches others to ensure customer conflicts, concerns & issues are resolved. Seeks our new avenues for building internal & external relationships; maintains on going, contact with existing relationships; coaches others on relationship management issues. Full interaction & participation as a team member, ensures ongoing exchange of technical information & experience.
Leadership	<ul style="list-style-type: none"> Establishes & communicates common goals & direction for team, coaches others on how to enhance communication, problem solving team work & innovation; involves others in problem solving, decision making & creative thinking.
Project Management Accountabilities	<ul style="list-style-type: none"> Both single focused & cross functional; within one department although work may cross over into other departments. Identifies needs & provides technical direction in the design of alternative applications.

EC 10, Managerial/Professional

Manager/Consultant

E II 2 or F I 2 / E 3+ / D 5

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Provides managerial direction for small function(s)/operating units of highly skilled in-scope/support or technical resources. • May take a leader role in small projects or routine operations. • Plans, organizes & schedules the work performed by team. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Contributes to the success of an operating unit through technical work direction &/or problem resolution. • Full working level; applies specific area(s) of expertise in own functional area & broad knowledge of many areas. • Responsible provide advice & guidance, & implement programs & processes consistent with current policies, or existing principles. • Provides analysis, improving effectiveness & recommending alternatives.
Knowledge & Experience	<ul style="list-style-type: none"> • Knowledge in technical, scientific or specialized field with understanding of business processes, particularly those within functional unit; work not always covered by defined procedures but objectives defined. • Understands the organization from a conceptual understanding gained through professional &/or extensive experience. • Supports customer relationships & has strong communications skills; primarily concerned with understanding, influencing, & supporting people. • Thorough knowledge & understanding of technical /professional specialization. • 5-6 years post graduate. • Broad mix of technical applications & organizational experience.
Challenges & Decision Making	<ul style="list-style-type: none"> • Analyses specific issues, procedures & or products within clearly defined policies, principles & specific objectives. • Provides recommendations on improving procedure & processes. • Has decision-making authority & autonomy to deliver on goals of team & self; makes decisions regarding work & development of team; influences others outside of team to ensure goals met & conflict resolved in effective manner. • Analysis of issues with some expectations for specific recommendations. • Directed by functional practices & management precedent, has freedom to manage risk & act in area of professional expertise.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Assists in the development & implementation of customer service enhancements in own functional area including responses to customer feedback; plays a role &/or coaches others to ensure customer conflicts, concerns & issues are resolved. • Seeks our new avenues for building internal & external relationships; maintains on going, contact with existing relationships; coaches others on relationship management issues. • Full interaction & participation as a team member, ensures ongoing exchange of technical information & experience.
Leadership	<ul style="list-style-type: none"> • Usually reports to a Manager or Director. • Establishes & communicates common goals & direction for team, coaches others on how to enhance communication, problem solving team work & innovation; involves others in problem solving, decision making & creative thinking.
Project Management Accountabilities	<ul style="list-style-type: none"> • Manages medium complex to moderately complex projects, accountable for quality of work delivered by external suppliers, as applicable; identifies resourcing issues within scope of work coaches others in area of specialization. • Both single focused & cross functional; within one department although work may cross over into other departments. Key role is are targets being met, is the project supporting the division/department.

EC 9, Managerial/Professional

Manager/Coordinator/Analyst

E I+ 2 / D 3+ / D 4+

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> May lead a work group or project team consisting of a variety of technical & support staff, looks to supervisor for substantial coaching on people management issues. <p><i>And/or</i></p> <ul style="list-style-type: none"> Acts as a technical resource & advisor to less experienced semi to skilled team members. First level technical specialist. Key responsibilities include improving, supporting & monitoring. Contributes to the successful completion of a unit's work or specific end results. Assists in the analysis & forming of recommendations. Activities are non-clerical in nature i.e. Advanced PC application skills, research & analysis of data, facilitation, coordination & training in a technical specialty.
Knowledge & Experience	<ul style="list-style-type: none"> Knows/understands a complete operational process & work is not always covered by defined procedure. Understands how parts of critical processes fit together. Possesses strong communication capability. Usually has Bachelor's degree complemented by significant functional experience (4-5 years). Search to expand & knowledge & share with others. Full understanding of technical applications & processes.
Challenges & Decision Making	<ul style="list-style-type: none"> Identifies & resolves most processing problems & operational issues. Has decision-making & autonomy needed to deliver on accountabilities of job /role; seeks approval from others on matters outside of job/role scope; makes decisions regarding work & development of project team members when required. Provides specialized analytical support within clear & focused parameters. Assignments are of limited scope & complexity. Uses a variety of standard methods & techniques in solving problems. Must compare alternative approaches requiring resolution within known parameters. Decisions made normally within established guidelines &/or technical procedures & management precedent; has freedom to act in areas of proficiency.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Supports others in maintaining customer relationships. Ensures commitments to internal & external customers are met in a timely & cost-effective manner; solicits feedback from customers to identify opportunities to improve products &/or services; resolves minor conflicts & involves others in conflict or problem resolution. Builds internal & external relationships, with emphasis on those that facilitate the achievement of job/role accountabilities such as relationships with key suppliers, customers & internal service providers.
Leadership	<ul style="list-style-type: none"> Usually reports to a Manager or Director. Seeks & provides candid & timely feedback to improve performance; shares information in an open manner, fosters teamwork & innovation by involving others in problem solving, decision making & creative thinking.
Project Management Accountabilities	<ul style="list-style-type: none"> Begins to manage medium to moderately complex projects, coaching & mentoring on project management issues that are supported by supervisor. Assists in the analysis & forming of recommendations.

EC 8, Supervisor/Practitioner
Supervisor/Coordinator/Analyst/Specialist
E12 / D 3+ / D 4

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> May lead a work group or project team consisting of technical & support staff, looks to supervisor for substantial coaching on people management issues. <p><i>And/or</i></p> <ul style="list-style-type: none"> Acts as a technical resource & advisor to less experienced semi to skilled team members. First level technical specialist. Key responsibilities include improving, supporting & monitoring. Contributes to the successful completion of a unit's work or specific end results. Assists in the analysis & forming of recommendations. Activities are non-clerical in nature i.e. Advanced PC application skills, research & analysis of data, facilitation, coordination & training in a technical specialty.
Knowledge & Experience	<ul style="list-style-type: none"> Knows/understands a complete operational process. Understands how parts of critical processes fit together. Possesses strong communication capability. Usually has Bachelor's degree complemented by significant functional experience (4-5 years). Search to expand & knowledge & share with others. Full understanding of technical applications & processes.
Challenges & Decision Making	<ul style="list-style-type: none"> Identifies & resolves processing problems. Has decision-making & autonomy needed to deliver on accountabilities of job /role; seeks approval from others on matters outside of job/role scope; makes decisions regarding work & development of project team members when required. Provides analytical support within clear & focused parameters. Assignments are of limited scope & complexity. Uses a variety of standard methods & techniques in solving problems. Must compare alternative approaches requiring resolution within known parameters. Decisions made normally within established guidelines &/or technical procedures & management precedent; has freedom to act in areas of proficiency.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Supports others in maintaining customer relationships. Ensures commitments to internal & external customers are met in a timely & cost-effective manner; solicits feedback from customers to identify opportunities to improve products &/or services; resolves minor conflicts & involves others in conflict or problem resolution. Builds internal & external relationships, with emphasis on those that facilitate the achievement of job/role accountabilities such as relationships with key suppliers, customers & internal service providers.
Leadership	<ul style="list-style-type: none"> Seeks & provides candid & timely feedback to improve performance; shares information in an open manner, fosters teamwork & innovation by involving others in problem solving, decision making & creative thinking.
Project Management Accountabilities	<ul style="list-style-type: none"> Begins to manage medium to moderately complex projects, coaching & mentoring on project management issues that are supported by supervisor. Provides support in planning, evaluating, directing, & tracking, analyzing & coordinating multiple projects.

EC 7, Supervisor/Practitioner
Supervisor/Coordinator/Specialist/Junior Consultant
D I+ 2 / D 3+ / C+ 4 or D 4

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> May start to lead a work group or project team consisting of technical & support staff, looks to supervisor for substantial coaching on people management issues. <p><i>And/or</i></p> <ul style="list-style-type: none"> Acts as a technical resource & advisor to less experienced semi to skilled team members. Key responsibilities include improving, supporting & monitoring. Contributes to the successful completion of a unit's work or specific end results. Begins to assists in the analysis & forming of recommendations. Activities are non-clerical in nature i.e. Advanced PC application skills, research & analysis of data, facilitation, coordination & training in a technical specialty.
Knowledge & Experience	<ul style="list-style-type: none"> Knows/understands operational process related to specific product/process/customer group Understands how parts of critical processes fit together. Possesses strong communication capability. Usually has Bachelor's degree complemented by functional experience (2-3 years). Search to expand & knowledge & share with others. Full understanding of technical support processes.
Challenges & Decision Making	<ul style="list-style-type: none"> Identifies & resolves most processing problems. Has decision-making & autonomy needed to deliver on accountabilities of job /role; seeks approval from others on matters outside of job/role scope; makes decisions regarding work & development of project team members when required. Provides analytical support within clear & focused parameters. Assignments are of limited scope & complexity. Uses a variety of standard methods & techniques in solving problems. Must compare alternative approaches requiring resolution within known parameters. Decisions made normally within established guidelines &/or technical procedures & management precedent; has freedom to act in areas of proficiency.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> Ensures that all customer contacts support & grow pre-established relationships Becomes more self-directed in dealing with internal & external customers; updates customers on upcoming events, issues or changes to product & service offerings. Directs customer concerns to appropriate contact. Builds internal relationships with others outside of own work group or team, particularly with internal customers; begins to interact with external contacts on own; begins to initiate information exchanges.
Leadership	<ul style="list-style-type: none"> Seeks & provides candid & timely feedback to improve performance; shares information in an open manner, fosters teamwork & innovation by involving others in problem solving, decision making & creative thinking.
Project Management Accountabilities	<ul style="list-style-type: none"> Manage small projects, begins to support manage medium to moderately complex projects, coaching & mentoring on project management issues that are supported by supervisor. Assists in the analysis & forming of recommendations

EC 6, Supervisor/Practitioner

Supervisor/Coordinator/Assistant

D 12 / C+ 3 / C+ 4

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Participates as a member of operating unit with specific accountabilities & responsibilities. • Applies academic knowledge to job/role accountabilities, provides support on specific portions of larger projects/work assignments. • Provides technical support. • An experienced technician. Using tools, offering alternatives, making things run & providing technical analysis detailing/ reconciliation testing etc. • May provide advanced level administrative support to a senior executive, requiring strong initiative & judgment. • Provides work assistance & support to co-workers (may include scheduling & supervision of activities).
Knowledge & Experience	<ul style="list-style-type: none"> • Possesses general knowledge of a specific product, process, customer group. • Understands processes on either side of functional area. • Effective communicator. • Knowledge & experience with corporate policies & procedures; Basic understanding of technical issues & applications of logic & familiarity with technology processes. • An experienced technician. 6+ years' experience in specialization or 12-24 months post graduate.
Challenges & Decision Making	<ul style="list-style-type: none"> • Small variations in applications. Identifies things which are out of sort. • Puts forward ideas on how work assignments can be executed & improved. • Works independently on details of assignments but has limited decision-making authority; most decisions made or guided by immediate supervisor. • May be responsible for a specialized activity that requires somewhat complex decisions.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Ensures that all customer contacts support & grow pre-established relationships. • Becomes more self-directed in dealing with internal & external customers; updates customers on upcoming events, issues or changes to product & service offerings. • Directs customer concerns to appropriate contact. • Builds internal relationships with others outside of own work group or team, particularly with internal customers; begins to interact with external contacts on own; begins to initiate information exchanges.
Leadership	<ul style="list-style-type: none"> • Takes initiative in learning about the organization & develops external contacts; actively seeks information & guidance to improve own performance, contributes as a team member & takes responsibility for own work commitments.
Project Management Accountabilities	<ul style="list-style-type: none"> • Begins to manage projects; may be asked to review work delivered by external suppliers.

EC 5, Administrative Coordination/Organizing

Coordinator/Assistant/Secretary

D-12 / C 3 / C 3+

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Participates as a member of Department with supervisory responsibility &/or specialized nature of work, independence of action & increased complexity in performing clerical functions where the consequence of error can be significant. • Undertaking the more complex clerical assignments & typically co-ordinates the work of less senior clerks. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Performs full clerical, administrative, & general office duties of a responsible & confidential nature. Typically reports to a position responsible for a major function within a government department. <p><i>The key evaluation criterion for jobs at this level is not necessarily the reporting relationship but the increased levels of independence & discretion required in the completion of complex administrative responsibilities.</i></p>
Knowledge & Experience	<ul style="list-style-type: none"> • Work at this level requires considerable clerical experience, comprehensive knowledge of work procedures & how the work of the division relates to the objectives of the Department. • Requires significant relevant experience; solid understanding of the work function, & the functions, functions, operations & procedures of the government department. • Although work is carried out with a large degree of independence, it is periodically reviewed for consistency of decision making. • Grade 12 plus 1 year business course plus 4 years related experience. <p>Or</p> <ul style="list-style-type: none"> • Equivalent combination of training & experience.
Challenges & Decision Making	<ul style="list-style-type: none"> • Decision making involves judgment in the interpretation & application of administrative directives, rules, acts, & regulations & frequently necessitates modifying work processes, variations from established guidelines, or assisting in the development of new methods.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Regular contact with persons at all levels of the organization, industry, customers/ clients & the community.
Leadership	<ul style="list-style-type: none"> • Establishes co-operative relationships to work effectively with colleagues, supports others & participates as a team member carrying out duties as directed. • May have responsibility for the instruction & guidance of other Administrative Support Clerks.
Project Management Accountabilities	<ul style="list-style-type: none"> • Begins to participate on &/or manage parts of projects; may be asked to review work delivered by external suppliers.

EC 4, Administrative Coordination/Organizing

Clerk/Assistant

D-11 / C3 / C3

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Participates as a member of a group or division with a variety of responsible & complex support assignments requiring independent analysis, exercise of judgement. • Performs duties involving more technical support tasks. • May involve the leadership of others. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Performs full clerical, administrative, & general office duties of a responsible & confidential nature. Typically reports to a position responsible for a significant function within a government department.
Knowledge & Experience	<ul style="list-style-type: none"> • Has substantial of the work unit's functions & has general familiarity with the broader government department. • Requires many years of relevant experience. • Work at this level requires considerable technical support experience & comprehensive knowledge of work procedures. • Requires minimum supervision & receives specific instructions only on unusual or special problems. • Grade 12 plus 1 year business course plus 3-4 years related experience <p>Or</p> <ul style="list-style-type: none"> • Equivalent combination of training & experience.
Challenges & Decision Making	<ul style="list-style-type: none"> • Decision making within specified rules & instructions which may involve some judgment in the interpretation & application of administrative directives, rules, acts, & regulations & frequently necessitates modifying work processes. • Supervision is available to assist on any work not clearly covered by standard procedures.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Has regular contact with managers & professionals on the principal's behalf. • Regular contact with persons at all levels of the organization, industry, customers/ clients & the community.
Leadership	<ul style="list-style-type: none"> • Establishes co-operative relationships to work effectively with colleagues, supports others & participates as a team member carrying out duties as directed. • May have responsibility for the instruction & guidance of other Administrative Support Clerks.
Project Management Accountabilities	<ul style="list-style-type: none"> • Begins participate on projects; may be asked to review work delivered by external suppliers.

EC 3, Administrative Coordination/Organizing

Secretary/Assistant/Clerk

C 1 / C 2+ / B 3+

Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> • Participates as a member of a group or division with a variety of responsible & complex clerical assignments requiring independent analysis, exercise of judgement. • Performs duties involving more technical clerical or support tasks. • May involve the leadership of others. <p><i>And/or</i></p> <ul style="list-style-type: none"> • Performs full clerical, administrative, & general office duties involving transcription, typing, record & file maintenance, mail distribution, & telephone reception. • Typically supports middle to upper-level management &/or professional positions.
Knowledge & Experience	<ul style="list-style-type: none"> • Is knowledgeable of the work unit's functions & has general familiarity with the broader government department. • Requires several years of relevant experience. • Work at this level requires considerable clerical experience & comprehensive knowledge of work procedures. • Requires minimum supervision & receives specific instructions only on unusual or special problems. • Grade 12 plus 1 year business course + 3 years related experience <p>Or</p> <ul style="list-style-type: none"> • Equivalent combination of training & experience.
Challenges & Decision Making	<ul style="list-style-type: none"> • Highly structured. • Thinking within very detailed & defined rules & instructions & / or continually present assistance. • Supervision is available to assist on any work not clearly covered by standard procedures.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> • Has regular contact with managers & professionals on the principal's behalf.
Leadership	<ul style="list-style-type: none"> • Establishes co-operative relationships to work effectively with colleagues, supports others & participates as a team member carrying out duties as directed. • May have responsibility for the instruction & guidance of other Administrative Support Clerks.
Project Management Accountabilities	<ul style="list-style-type: none"> • Performs a variety of tasks within well-defined practices & procedures.

<p style="text-align: center;">EC 2, General Administrative Support</p> <p style="text-align: center;">Assistant/Secretary C T+ 1 / C 2 / B 3-</p>	
Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> Participates as a member of a group or division with specific assignments of intermediate complexity as it relates to depth of analysis, use of independent judgement. Performance of duties involve a range of clerical tasks associated within a specific function, e.g., accounting, records management. Not involving the leadership of others.
Knowledge & Experience	<ul style="list-style-type: none"> Familiarization in standardized work routines & use of moderately complex equipment & machines. A sound knowledge of procedures, rules, acts, & regulations. Work at this level requires clerical experience. Requires limited amount of prior experience. Grade 12 & completion of an office administration course plus 2 years related. <p>Or</p> <ul style="list-style-type: none"> Grade 12 plus 3 years related experience. <p>Or</p> <ul style="list-style-type: none"> Equivalent combination of training & experience.
Challenges & Decision Making	<ul style="list-style-type: none"> Highly structured. Thinking within detailed & defined rules & instructions & / or continually present assistance. Works under general supervision; supervision is available to assist & work is normally reviewed upon completion.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> May have routine contacts with customers, suppliers & other departments.
Leadership	<ul style="list-style-type: none"> Establishes co-operative relationships to work effectively with colleagues, supports others & participates as a team member carrying out duties as directed.
Project Management Accountabilities	<ul style="list-style-type: none"> Performs a variety of tasks within well-defined practices & procedures.

<p style="text-align: center;">EC 1, General Administrative Support <i>Clerk</i> C T 1 / C 2 / B 2</p>	
Key Responsibilities & Accountabilities	<ul style="list-style-type: none"> Participates as a member of a group or division with specific tasks that are routine in nature. Performance of a task(s) that is/are highly specific as to objective & content. Not involving the leadership of others. <p><i>And/or</i></p> <ul style="list-style-type: none"> Work consists of basic clerical work with limited variety & complexity. Work is typically limited to one or two clerical functions such as: documenting processing, record keeping, filing, mail processing or reception.
Knowledge & Experience	<ul style="list-style-type: none"> Familiarization in standardized work routines & use of simple to moderately complex equipment & machines. Requires working knowledge of company or department procedures related to work performed. Requires limited amount of prior experience. Grade 12, 0-2 years related experience.
Challenges & Decision Making	<ul style="list-style-type: none"> Highly structured. Thinking within very detailed & defined rules & instructions & / or continually present assistance. Supervision is available to assist on any work not clearly covered by standard procedures.
Customer Focus & Relationship Management	<ul style="list-style-type: none"> May have routine contacts with customers, suppliers & other departments.
Leadership	<ul style="list-style-type: none"> Establishes co-operative relationships to work effectively with colleagues, supports others & participates as a team member carrying out duties as directed.
Project Management Accountabilities	<ul style="list-style-type: none"> Performs a variety of tasks within well-defined practices & procedures.