

# Excluded Employees' Handbook

Government of the  
Northwest Territories  
July 1999



## INTRODUCTION

The purpose of the Excluded Employees' Handbook is to describe the terms and conditions of your employment as an excluded employee with the Government of the Northwest Territories.

Excluded employees are those employees who are not represented by the Union of Northern Workers or the Northwest Territories Teachers' Association and are not included in the Management Group.

These terms and conditions of employment are established by the *Public Service Act*, the Public Service Regulations, and policies of the Executive Council as amended from time to time. **It is a term and condition of your employment that changes to the *Public Service Act*, Public Service Regulations and policies of the Executive Council amend the terms and conditions of your employment on their effective date.** Those authorities prevail if there is any discrepancy between them and the information in this Handbook. The Handbook will be updated periodically as changes are made.

The Human Resource Manual has operational rules and guidelines for these terms and conditions of employment. If you have any specific questions you should direct them to the Human Resource Practitioners within their Department, Board or Agency.



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## DEFINITIONS

### Continuous Service

Uninterrupted employment:

- with the Government of the Northwest Territories;
- including prior service within the public service of the Government of Canada, if you were hired or transferred within three months or before June 20, 1972. This does not apply when a function is transferred to the Government of the Northwest Territories;
- including prior service with the municipalities and hamlets of the Northwest Territories if you were hired or transferred within three months;
- if you were re-appointed after being laid off, employment in the position held at the time of your lay-off is included, if the lay-off was after April 1, 1970;
- if you were re-employed by the Government within three months, employment in the position held at the time of termination will be included. This does not apply if you were dismissed, you abandoned the position or you were rejected on probation.

### Dependant

Any person living with you who is:

- your spouse;
- your child, step-child, adopted child or foster child who is
  - under 21 years old and dependent on you for support; or
  - 21 years old or older and is dependent on you because of mental or physical illness.
- a relative who is wholly dependent on you for support because of mental or physical illness.

To live with you means to live in the same dwelling. Normally this will be where the person receives mail, keeps personal property and spends the majority of time.

**Employee**

An excluded employee of the Government.

**Employer**

The Government of the Northwest Territories as represented by the Chairman of the Financial Management Board or designate.

**Lay-Off**

An employee whose employment has been terminated because of lack of work or because of the discontinuance of a function and who is suitable for continued employment in the Public Service. Lay off does not mean an employee whose employment has been terminated because of a transfer of the work or function to another employer where the employee is offered employment with the new employer.

**Manager**

The Public Service Regulations define Manager as an employee responsible for planning, organizing, coordinating, directing and controlling the use of persons, material and money.

**Professional**

An employee hired to do work requiring a body of knowledge and membership in a professional association.

**Professional Association**

A body which regulates the performance of their members, is recognized by legislation and gives authority to members to perform certain functions.

**OATH OF OFFICE AND SECRECY**

You must take the following oath:

I, (...), solemnly and sincerely swear that I will faithfully and honestly fulfil the duties that devolve upon me by reason of my employment in the public service of the Northwest Territories and that I will not, without due authority, disclose or make known any matter that comes to my knowledge by reason of such employment. So help me God.

OR

If you object to taking an oath, you must make the following affirmation:

I, (...), solemnly affirm and declare that I will faithfully and honestly fulfil the duties that devolve upon me by reason of my employment in the public service of the Northwest Territories and that I will not, without due authority, disclose or make known any matter that comes to my knowledge by reason of such employment.

**SMOKE FREE ENVIRONMENT**

A smoke free environment is provided.

## AFFIRMATIVE ACTION

The Government is committed to achieving a representative workforce. When the Government hires, people belonging to certain designated groups are given priority. The priority ranges from #1 (highest) to #4 (lowest). There are different priorities depending on the type of job.

For management and non-traditional jobs, the priorities are:

1. Indigenous Aboriginal persons
2. Resident women
3. Indigenous Non-Aboriginal or Resident Disabled persons
4. All other applicants

For all other jobs, the priorities are:

1. Indigenous Aboriginal persons
2. Indigenous Non-Aboriginal or Resident Disabled persons
3. All other applicants

An **Indigenous Aboriginal Person** is any Dene, Metis or Inuit person who was born in the Northwest Territories. It also includes Canadian Aboriginal people who have lived more than one-half their lives in the Northwest Territories, or who are descendants of an Aboriginal person born in the Northwest Territories.

**Indigenous Non-Aboriginal Persons** are Non-Aboriginal persons born in the Northwest Territories or who have lived more than one-half their lives in the Northwest Territories.

**Resident Women** are women who are living in and who have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

**Resident Disabled Persons** are persons who are living in and who have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability.

**Management Positions** are positions responsible for planning, organizing, staffing, directing and controlling the activities of programs or services through subordinate supervisors.

**Non-Traditional Occupations** are occupations which are male dominated. This means 70% or more of the incumbents are male and there are ten or more occupied positions in the classification group or sub-group.

You can only include yourself in one priority group. For example, you will not get extra consideration for being an aboriginal, resident female.

## DISCRIMINATION/HARASSMENT

The Government is committed to providing a workplace free of discrimination, harassment, interference, restriction or coercion with respect to race, creed, colour, sex, marital status, nationality, ancestry, place of origin, disability, age, family, pardoned convictions, sexual orientation, or any other grounds proscribed by applicable legislation.

A discriminatory employment practice is one in which an employer:

- refuses to employ or continue to employ any individual on any ground or grounds listed above; or
- in the course of employment, differentiates adversely in relation to an employee on any ground or grounds listed above.

It is not a discriminatory practice to have a special program, for example, the Government Affirmative Action Program, which is designed to correct historical disadvantages.

### Workplace Conflict Resolution Policy

The Government recognizes the diversity of the Public Service and is committed to providing a work environment where all individuals are treated with fairness, dignity and respect. The Government endeavours to have a workplace free from sexual harassment, personal harassment and the abuse of authority.

Sexual harassment includes behaviour, contact, actions or remarks of a sexual nature that are unwanted, unsolicited or may be perceived as placing a condition of a sexual nature on their employment.

Harassment includes any improper conduct, comment or display directed at another employee in which a reasonable person would know is unwelcome. All employees are responsible for respecting the rights of others and contributing to a work environment that is free from harassment.

Abuse of Authority is a form of harassment, which occurs when an individual uses the power and authority inherent in their position to endanger another employee's job, or otherwise interfere or influence their present and future employment with the Government.

## PROBATION

Probationary periods are an opportunity to learn if you are suitable for the position to which you have been appointed.

Your probationary period begins on the first day in your position and lasts:

- six months if you are transferred or promoted to another position in the public service;
- six months if you are appointed to a position below Pay Range 13 ; or
- one year if you are appointed to a position at or above Pay Range 13.

Extension of a probationary period may be approved at the Superintendent/Director level.



## SALARY

You are paid based on the point value of your job, as determined by the Hay job evaluation system. Hourly salaries for each point range are included in the Appendix.

Pay increments are granted in recognition of service and good performance.

The increment date (annual review date) is based on the anniversary date of your appointment or most recent promotion.

Salary increment dates for employees on education leave or leave without pay are postponed until 12 months of full-time work from the previous pay increment have been completed.

Salary is paid every other week. Your bi-weekly salary is calculated by your hourly rate (see Appendix) by the number of hours you are scheduled to work in a two-week period (75 or 80).

### Pay for Performance

If your contributions and achievements during the year are outstanding you may receive:

- two pay increments if you are two or more steps below the maximum step for your salary range.
- One increment plus a bonus of 2.5% to reflect the degree to which expected levels of achievements and contributions are exceeded as provided for in the Performance Development System, if you are one step below the maximum step for your salary range
- A bonus of 5% to reflect the degree to which expected levels of achievements and contributions are exceeded as provided for in the Performance Development System, if you are at the maximum of your salary range.

### Conversion From March 31, 1998 Pay Plan to New Pay Plan

On April 1, 1998 you were transferred to the new pay plan. You retained your step level when you converted to the pay range that corresponds to your job evaluation points (determined by the Hay job evaluation system).

If your salary on the new pay schedule was lower than your March 31, 1998 salary you received a conversion salary equal to the difference between your March 31<sup>st</sup> salary and your new base salary. This conversion salary will continue to be added to your base salary as you progress to higher steps on the new pay grid.

Note:

If your job has not changed but your point ratings changed after implementation, as a result of an evaluation review, your salary would have been re-adjusted effective April 1, 1998 in accordance with the applicable process set out above.

### Minimal Increase- April 1, 1998 (Transition Allowance)

For the period April 1, 1998 to March 31, 2000 you will receive a minimum increase of 2% as follows:

If your March 31, 1998 annual salary was greater than your April 1, 1998 annual salary you were paid an annual amount (Transition Allowance) equivalent to 2% of your March 31, 1998 annual salary. This amount was not added to your March 31, 1998 annual salary but will be paid in bi-weekly instalments on your regular pay cheque for the period April 1, 1998 to March 31, 2000.

If your April 1, 1998 annual salary was greater than your March 31, 1998 salary by less than 2% you were paid an annual amount equivalent to 2% of your March 31, 1998 salary less the difference between your April 1, 1998 and your March 31, 1998 salary. This amount was not added to your April 1, 1998 salary but would be paid in bi-weekly instalments for the period April 1, 1998 to March 31, 2000.

### Acting Pay

Employees receive acting pay for temporarily filling a higher position for more than five working days when the necessary qualifications are met. You must be assigned to an acting position in writing by your Deputy Head.

When you act in a management position for over five working days, your acting pay will be 10% of your current salary. When you act in any other position for over five working days, you will be paid as if you were promoted to that position. When an excluded employee acts in a union position, Transition and Conversion Allowances cease during the acting period. When an excluded employee acts in another excluded position, the Transition Allowance, if applicable, continues. If your increment falls within the acting period it will be applied in the acting category. When you act in a position for less than five days, the payment is less than 10% of your current salary. The amount depends on the circumstances.

## HOURS OF WORK

The standard hours of work for employees are either 8 hours a day (40 hours a week) or 7.5 hours a day (37.5 hours a week). This is usually worked between 08:00 or 08:30 and 17:00, Monday to Friday inclusive. There is a paid 15-minute break in the morning and a paid 15-minute break in the afternoon.

Employees in some occupational groups are required to work shifts where their days of rest may be other than Saturday and Sunday, or their hours may be other than the standard hours.

You must make every reasonable effort to notify your supervisor at your regular start time if you are unable to report for work for whatever reason. You must provide reasonable notification and get approval from your supervisor for any anticipated absence from your workplace.

If you are absent without approval, a deduction from your pay may be made.

### Shift Work

The Government sets up a regular schedule of hours of work for employees in occupational groups that require shift work. A master weekly shift schedule will be posted 14 days in advance to cover the work area's shift requirements for 28 calendar days.

You will be granted alternate weekends off as often as reasonably possible. If you are working for a third consecutive weekend you will be paid the overtime rate for that weekend and any subsequent consecutive weekends afterwards. This does not apply to employees who are hired exclusively to work weekends or who request to exchange shifts with other employees to work weekends.

The Government will make every reasonable effort to schedule your shifts to allow you to regularly attend educational courses.

If you are scheduled to work between midnight and 06:00 or are required to travel during these hours to perform overtime work, the Government will provide transportation or the cost of commercial transportation between your home and the workplace.

Employees may exchange shifts with management approval.

### Standby

Standby is where you must be available during off duty hours and have been placed on standby status. You will be paid \$12.00 for each eight (8) consecutive hours or portion thereof that you are on standby. If you are on standby on a day of rest or a designated paid holiday, you will be paid \$16.00.

When you are on standby and you are called to report to work, you will be paid at the appropriate overtime rate with a minimum of four hours pay at the straight time rate. Each following call to report to work during the same eight hour period will be at the appropriate overtime rate for the actual hours worked.

### Call-Back Pay

Call-Back is when you are recalled by the employer to a place of work for a specific duty. You should be compensated the greater of:

- i) Compensation at the appropriate overtime rate; or
- ii) Compensation equivalent to four (4) hours pay at the straight-time rate.

When you report to work as a Call-Back, and are required to use transportation services other than the normal public transportation service, you will be paid the actual cost of commercial transportation each way. You must provide receipt for payment of transportation. If you use your personal motor vehicle, you will be paid the appropriate distance rates specified in the Duty Travel Section of this handbook.

### Shift Premium

If you are regularly scheduled to work outside of the normal hours of work (08:00 to 17:00) you will be paid the following shift premium:

- \$1.10 an hour for all hours worked between 16:00 and midnight; and
- \$1.25 an hour for all hours worked between midnight and 08:00.

### Weekend Premium

If you are regularly scheduled to work on weekends, you will be paid an additional premium of \$0.75 per hour for all regularly scheduled straight-time hours worked on Saturdays and Sundays.

**Non-Standard Work Schedules**

To enable employees to accommodate their personal circumstances, family obligations and responsibilities, the Government may agree to alter the standard work schedule if operational requirements permit and there is no cost to the Government.

A **Standard Work Schedule** includes a 7.5 or 8-hour workday with the work being performed between 08:00 and 17:00, five days a week, Monday to Friday.

**Non-Standard Work Schedules** may include:

- **Employee Scheduled Work:** Work performed during hours other than those set out in a standard work schedule. The daily hours may vary.
- **Flex Time:** Allows employees to work a 7.5 or 8 hour day with assigned core hours and flexible daily start and finish times within limits established by management.
- **Compressed Work Week:** Permits employees to work longer than 7.5 or 8 hours a day and bank the extra time worked to allow future "time off".

A request for a non-standard work schedule must be initiated by the employee and approved by the Director.

**Video Display Terminal Break**

If you are required to work regularly with a video display terminal you may take a ten-minute break away from the video display terminal after each hour of continuous operation.

**Job Share Employees**

Two employees may seek approval to share the hours of one full-time position. A work schedule is developed by the supervisor and the employees. Each employee is treated as a part-time employee and all benefits are pro-rated except for medical transportation assistance, dental and other medical insurance plans.

The job share arrangement can be terminated at any time by the employees or the supervisor with reasonable notice. If only one of the employees wishes to terminate the agreement, there will be a one-month period in which to find a replacement.

**Part-Time Employees**

Part-time employees are eligible for all benefits set out in this Handbook on a pro-rated basis. This includes northern allowance.

Part-time employees who work 12 or more hours per week are required to contribute to the Superannuation Plan. They are eligible to join the Public Service Health Care Plan if they work for more than 3.5 hours a day or 17.5 hours a week, and are paid more than \$900 per year.

If a part-time employee works more than one-third of the normally scheduled full-time hours for their occupational group, they are eligible to participate in the Public Service Management Insurance Plan and they must take Long Term Disability Insurance coverage.

**Casual Employees**

Casual employees are hired for a specific period to do work of a temporary nature. The work term is usually less than four months. Pay levels and terms and conditions of employment for casual employees are set out in the Human Resource Manual.

**Overtime**

To deliver programs effectively, departments may need work to be done outside of scheduled working hours. The Public Service Regulations provide that a Deputy Head may require an employee to work more than his or her daily or weekly standard hours or on a holiday where, in the Deputy Head's opinion, the workload so requires.

You are entitled to be paid 1.5 times your regular rate of pay for overtime work. Compensation for overtime shall be paid when work is authorized in advance by the employer. There is a minimum payment of one hour at 1.5 times your regular rate of pay.

Your supervisor will make every reasonable effort to assign overtime work equitably and to give you reasonable notice. This is subject to operational requirements.

You may, for cause, refuse to work overtime. Your refusal must be in writing. Cause may involve religious beliefs. Participation in a business or outside employment is not a reasonable ground for refusing to work overtime.

Instead of paying overtime, a supervisor may agree to grant lieu time in accordance with departmental policy. Lieu time is equivalent leave with pay at the appropriate overtime rate.

Each department may establish its own rules for lieu time. As a general rule, an employee accumulates a maximum of 25 days of lieu time.

Professionals and managers are not eligible for compensation for overtime worked.

#### Work on a Designated Paid Holiday

When you are required to work on a holiday either as part of your regularly scheduled hours or as overtime, you will receive your regular pay plus time and one-half for each hour you work.

## ALLOWANCES

### Northern Allowance

Community differences in cost of living and travel are offset by a northern allowance. This allowance is taxable.

The allowance is paid every other week. The bi-weekly amount is calculated by dividing the annual allowance by 26.088.

Effective April 1, 1998 the annual northern allowance rates are as follows:

#### Northern Allowance Effective April 1, 1998

##### **Inuvik Region**

Aklavik	\$10 211
Colville Lake	\$13 004
Deline	\$ 9 443
Fort Good Hope	\$ 9 214
Fort McPherson	\$ 8 726
Holman	\$11 916
Inuvik	\$ 8 112
Norman Wells	\$ 9 330
Paulatuk	\$13 512
Sachs Harbour	\$13 512
Tsiigehtchic	\$ 8 834
Tuktoyaktuk	\$10 941
Tulita	\$ 9 330

##### **Fort Smith Region**

Dettah	\$ 2 500
Enterprise	\$ 2 530
Fort Liard	\$ 3 795
Fort Providence	\$ 4 674
Fort Resolution	\$ 5 729
Fort Simpson	\$ 5 663
Fort Smith	\$ 3 277
Hay River	\$ 2 530
Hay River Reserve	\$ 2 980
Jean Marie River	\$ 6 231
Kakisa	\$ 4 009
Wha Ti	\$ 6 341
Lusel'k'e	\$ 7 021
Nahanni Butte	\$ 6 231
Rae-Edzo	\$ 3 106
Rae Lakes	\$ 6 796
Wekweti	\$ 6 873
Trout Lake	\$ 5 893
Wrigley	\$ 7 598
Yellowknife	\$ 1 750

**Northern Allowance Lump Sum**

Employees who are continuously on strength from May 8, 1998 to December 31, 1998 will be paid an additional Northern Allowance amount of \$500.00. For seasonal and part-time employees the amount will be prorated in accordance with their hours of work.

Employees who are continuously on strength for the entire 1999 calendar year will be paid an additional Northern Allowance amount of \$500.00. For seasonal and part-time employees the amount will be prorated in accordance with their hours of work.

**Bilingual Allowance**

If you are required by the Government to use two or more of the official languages in your position, you are provided with a bilingual allowance of \$1,200 per year. An examination of language ability may be required.

The official languages of the Northwest Territories are:

Chipewyan	English	Inuktitut
Cree	French	Slavey
Dogrib	Gwich'in	

The bilingual allowance is taxable.

The allowance is paid every other week. The bi-weekly amount is calculated by dividing the annual allowance by 26.088. Health Boards determine the bi-weekly amount by dividing the annual allowance by 26.

**REMOVALS - HIRE/TRANSFER**

Reimbursement for any removal is limited to the costs for a move carried out in the most practical and economical manner. Reasonable expenses incurred will be reimbursed. You must have prior approval for all moves for which you wish to receive reimbursement.

While in transit, employees shall be deemed to be on duty travel. Employees shall be compensated while in transit, at regular salary, to a maximum of three (3) days.

The following expenses are allowed:

**Transportation**

- the most economical airfare;
- privately owned vehicle (rates are in the section on duty travel).

**Meals and Incidental Expenses** will be reimbursed in accordance with the duty travel provisions contained herein on page 20, for you and your spouse, plus an amount equal to one-half of that rate for each dependant:

- when the journey starts, for a maximum of three days.
- en route, for the time required to make the direct journey. If you are travelling by vehicle you will be allowed accommodation and meal costs for up to one day for each 644 km (400 miles). The distances are outlined in the Canadian Warehousing Official Distance Guide. Any distance not listed will be the generally accepted most direct route.
- at the destination, while awaiting furniture or accommodation, for up to ten days if alone or 21 days if you have dependants.
- In exceptional circumstances, such as lack of accommodation at the destination, you will receive additional reimbursement in reduced amounts to a maximum of \$7.50 per day per person, \$5.00 per day for each child under six years of age.
- The maximum reimbursed for kilometres, meals and accommodation en route cannot exceed the total expense if you had made the trip by economy class air travel.



**Excess Baggage** to a maximum of six pieces plus two pieces for each of your dependants. This applies if effects are moved separately by a slower method of transportation or if no other expenses are reimbursed for moving effects. Each piece of excess baggage is limited to 32 kg (70 lbs).

**Telephone calls** necessary to facilitate shipment of effects.

**Movement and storage of effects**, if furnished accommodation is not provided for you at the destination and/or the location is serviced by an all-weather road or rail line. Movement and storage of up to 1,814 kg (4,000 lbs) is reimbursed or up to 6,084 kg (15,000 lbs) if you have dependants.

Effects include furniture, household goods, equipment and personal effects of you and your dependants at the time of the move. Effects do not include automobiles, boats, motorcycles, snowmobiles, trailers, animals or foodstuffs. However, when a continuing employee is moved within the Northwest Territories, effects may include all-terrain vehicles, snowmobiles and foodstuffs.

**Movement and storage of effects**, if furnished accommodation is provided for you at locations not serviced by an all-weather road or rail line. Movement and storage of up to 680 kg (1,500 lbs) is reimbursed or up to 1,814 kg (4,000 lbs) if you have dependants.

**Packing, crating, unpacking, uncrating, transportation and in-transit insurance** costs will be reimbursed. If professional movers are not available in the community, payment may be authorized for the cost of packing materials purchased from local stores and the cost of making crates by local residents.

**Temporary storage** will be reimbursed until permanent accommodation is available (where authorized).

**Long term storage** costs at the nearest facility will be reimbursed when it is not in the interest of the Government to move your effects. Under normal circumstances this storage will not exceed three years.

**Incidental expenses** of the move not specifically provided for will be reimbursed. There is a maximum of \$250 if you are moving into unfurnished accommodation or \$125 if you are moving into furnished accommodation.

**Reasonable expenses** will be reimbursed to move a **Mobile Home** if it is your principal residence.

A mobile home is a permanent residence, on its own-wheeled under-carriage, designed for highway travel. It includes equipment and furnishings installed by the manufacturer. You will receive no reimbursement for moving transportable or sectionalized homes or other quasi-permanent accommodation.

Expenses that may be claimed for mobile homes include:

- preparation of the installed equipment and furnishings of the home for the move;
- disconnection of domestic services;
- in-transit insurance for the home and contents up to a maximum coverage of \$30,000;
- in-transit ferry and bridge tolls, taxes, etc.;
- preparation of the installed equipment and furnishings of the home for occupancy after the move;
- connection of domestic services to existing on-site terminals.

There will be no other expenses reimbursed for moving effects.

In exceptional cases the total expenses to move your mobile home may exceed the maximum expenses that would have been allowed to move your effects.

#### **Real Estate and Legal Fees**

Actual real estate, legal and notarial fees for the sale of your principal residence may be reimbursed. The residence must be a single-family dwelling. It must be sold within one year of the date of your authorization to transfer.

This does not apply to your initial appointment to the public service.

All claims must be authorized and receipts provided.

**Duplicate Costs on Initial Appointment**

In some cases there will be duplicate costs because you cannot sell or rent a single family dwelling before your relocation. Duplicate costs for up to three months from the date of appointment may be reimbursed. Reimbursement will be the lesser of:

- the monthly mortgage payment (principal and interest) on your old residence; and
- the payment for your new residence.

This only applies to your initial appointment to the public service.

All claims must be authorized and receipts provided.

**Cost of Breaking Lease**

You will be reimbursed for the cost of fulfilling the terms of tenancy of leased premises at your former place of duty.

The maximum payment is for three months.

**Limitations**

The maximum reimbursement for accommodation in a private home is \$11 per day and \$3 for each of your dependants.

You will not be paid removal if you have an established residence at your place of duty at the time of appointment. An exception is made if the residence must be vacated because it was owned by your previous employer.

You cannot claim the balance of any unused total weight allowance later. An exception is made if transportation problems prevent you from transporting the total weight allowance in one shipment.

In exceptional circumstances, additional expenses may be approved where the expenses for meals, accommodations or other items cannot be kept within the limits. You must explain the circumstances.

**Procedure**

You will be advised by the appropriate authority regarding how your move will be handled.

You must submit the following within 30 days of arrival:

- a completed Travel Authorization and Expense Claim, with receipts;
- where incidentals are claimed, a completed certificate as follows:
  - "I certify that I have incurred expenses incidental to this move and not otherwise claimable in the amount of \$\_\_\_\_\_."
- a cheque for the balance of any advance you were issued.

## DUTY TRAVEL

You will be reimbursed for reasonable expenses within the following entitlements for authorized travel on Government business. Exceptions will be considered where your expenses cannot be kept within the entitlements. You must explain the circumstances on the claim and attach receipts.

When you are required to travel on behalf of the Government you will be paid when the travel occurs on a regular workday as though you were at work for all hours travelled.

When the travel occurs on a day of rest or designated paid holiday you will be paid the overtime rate for all hours travelled. You will receive a minimum of four hours pay at straight time and a maximum of eight hours at the applicable overtime rate.

### Transportation

- Economy air (you may be entitled to travel by another class in certain circumstances, this should be verified by your Deputy Head);
- Privately owned vehicle;
- Chartered aircraft;
- Rented vehicles - where this is the most reasonable or economical means of travel. The Government maintains coverage for collision damage to short term rental vehicles.

No reimbursement over \$5 will be made without a receipt.

### Accommodation

**Commercial accommodation for 15 calendar days or less** - actual costs of authorized accommodation. Where possible, hotels with Government rates should be used. When you make reservations you should indicate that the accommodation is to be at the Government rate.

**Commercial accommodation for over 15 calendar days** - where possible, you should make arrangements for suitable rental accommodation at weekly or monthly rates.

Expenses for commercial accommodation must be accompanied by receipts.

**Non-commercial accommodation** - \$13.50 for each night.

### Meals and Incidental Expenses

You are paid an allowance for the cost of your meals and for incidental expenses such as tips.

	Canada	U.S.
Breakfast	11.15	11.15
Lunch	11.50	11.50
Dinner	32.70	32.70
Incidentals	6.00	6.00
Total	\$61.35	\$61.35

The U.S. rates are in U.S. dollars. These rates change periodically.

Claims for meals on a partial day will be allowed if it is reasonable or necessary that the meal be taken away from home. Incidentals will not be reimbursed if your duty travel starts and ends on the same day.

You may be reimbursed for the actual cost of meals and services, which exceed the allowances. The reason must be justified and receipts provided.

Meals provided, as part of the cost of transportation and/or accommodation cannot be claimed. The cost of meals may not be included on a hotel bill.

When your travel status is for more than 15 calendar days in one location, the maximum allowance is reduced to \$15 per day. This does not apply in communities where housekeeping units or reasonable room and board are unavailable.

### Other Expenses

You may be reimbursed for the following expenses:

- Long distance telephone calls - business - if a satisfactory explanation is provided.
- Long distance telephone calls - personal - if you are required to be away from home over a weekend, and are on continuous travel status for two or more days before the weekend. This must be supported by receipts where available and may not exceed five minutes.

- Local phone calls - business.
- Baggage - storage and excess baggage charges, if a satisfactory explanation is provided.
- Taxis - you must explain the use unless the purpose is clear. Taxis should not be authorized for repeated trips between the same places where convenient public transportation is available.
- Laundry - after two consecutive days on duty travel, a maximum of \$2 for each following day, supported by receipts.
- Casual wages for service personnel - where a satisfactory explanation is provided, to a maximum of \$50.
- Child care expenses - if your child care expenses are more than normal because of the duty travel, you may be reimbursed a maximum of \$25 per day per child.

No item over \$5 will be reimbursed without a receipt.

**You Will Not be Paid for the Following:**

- Purchase of briefcases, fountain pens, tools or any other supplies or equipment.
- Rental of television or radio receiving sets, where not included in the charge of accommodations.
- Purchases of a personal nature, such as baggage, clothing, etc.
- Telephone, telegraph, cable or radio messages of a personal nature, except as outlined above or if you have an unavoidable delay in arriving home.
- Expenses of any kind incurred during stopovers for personal reasons or during periods of leave, with or without pay.
- Any loss of money or personal belongings.
- Collision damage waiver insurance on short term rental vehicles (the Government provides automatic collision coverage for short term rented vehicles).

**Procedure**

Duty travel must be authorized on a Travel Authorization and Expense Claim form before the start of your trip.

You must get prior authorization for special arrangements such as car rental and mileage on the Travel Authorization and Expense Claim Form.

If you want an advance you should request it at least three working days before your trip. The form will be returned to you along with a cheque for the advance.

Expenses must be claimed on the pre-authorized form within ten days of completion of your trip. The claim must be supported by receipts where applicable. A personal cheque to cover any amount by which your travel advance exceeds your claim must be attached.

**Travel by Privately Owned Vehicle**

The use of a privately owned vehicle will not be authorized if commercial transportation (e.g., airplane, taxi) would be more reasonable and practical.

Your reimbursement is limited to the commercial cost when the total cost of your trip, including the cost of meals, accommodation and incidental expenses exceeds the cost of the same journey by commercial means.

With prior authorization you may use a privately owned vehicle for travel on Government business or on removal. Reimbursement is \$0.42 per kilometre for travel within the Northwest Territories and \$0.345 per kilometre for travel elsewhere. If the use of a privately owned vehicle is for your convenience, the allowance is reduced to \$0.13 per kilometre. These rates change periodically.

You will be reimbursed for ferry, bridge, road and tunnel tolls, and parking charges.

There will be reimbursement for other travel expenses where applicable. This is subject to the limits set out below.

**Limitations for Travel by Privately Owned Vehicle**

Personal insurance is required before you may use a private vehicle for Government business. The Government will not pay for any additional insurance costs because you use a vehicle for Government business.

You will not be paid any claim for damage, loss or liability incurred while using a vehicle on Government business, other than that claimed under the *Workers' Compensation Act*.

Distances reimbursed will be those in the Canadian Warehousing Official Distance Guide. Distances not listed will be the generally accepted kilometres for the most direct route.

No additional payment will be made for other employees on duty carried as passengers.

If the total cost of your trip (including the cost of meals, accommodation and incidental expenses) exceeds the cost of the same journey by ordinary commercial means, reimbursement will be limited to the commercial cost.

**Headquarters Duty Travel**

You may be reimbursed for unusual but necessary transportation expenses incurred while carrying out your duties within the headquarters area.

You may be reimbursed for a taxi between home and work when work after normal hours are required. Circumstances such as the combination of late hours, weather and distance must make it unreasonable for you to use the normal means of transportation.

Headquarters duty travel may be reimbursed when transportation is necessary (e.g., because of bulky documents or time constraints). The method chosen must be the most economical one under the circumstances.

You will not be paid for daily transportation expenses within your headquarters area between your home and place of duty without prior authorization.

**LEAVE**

Your balance of special, sick and annual leave credits as of March 31 will be provided in writing each April.

Unearned annual leave, sick leave or special leave will be forgiven if the employment relationship ends because of death or by lay-off after one or more years of continuous employment.

**Holidays**

The following days are designated paid holidays:

- New Year's Day
- Good Friday
- Easter Monday
- Victoria Day
- Canada Day
- The first Monday in August
- Labour Day
- Thanksgiving
- Remembrance Day
- Christmas Day
- Boxing Day
- One additional day when proclaimed by an Act of Parliament as a National Holiday

When a designated holiday falls on your day of rest, the holiday will be moved to the first working day following the day of rest. When a designated holiday falls during leave with pay, the holiday will not be considered a day of leave.

**Annual Leave**

Your annual leave must be approved in advance.

You earn annual leave each month in which ten days pay is received:

Completed Years of Continuous Employment	Days earned per Month	Days earned per Year
less than two	1.38	16.5
two or more, less than 15	1.79	21.5



15 or more, less than 20	2.29	26.5
20 or more	2.63	31.5

Every reasonable effort will be made to:

- schedule your annual leave in the fiscal year in which it is earned, at a time you request;
- not recall you from annual leave;
- grant you any request made before January 31 to defer four days or more annual leave to the following fiscal year;
- grant you up to five consecutive weeks annual leave, depending upon your annual entitlements.

Annual leave will be reinstated if, during your leave:

- there is a death or illness in your immediate family and special leave is granted; or
- sick leave is granted and a medical certificate is produced.

You will not ordinarily be allowed to carry-over more than one year's entitlement of annual leave credits. Credits exceeding one year's entitlement will be liquidated in cash in May.

A fractional entitlement of annual leave at the end of the fiscal year will be increased to a one-half day or to a full day if the entitlement is more than one-half day.

Reasonable expenses will be reimbursed if you are recalled from annual leave:

- travel to your place of duty;
- non-refundable deposits or pre-arrangements associated with the vacation; and
- return travel to resume your vacation.

Annual leave unused upon termination will be paid at the last daily rate of pay. If the termination is due to death, the amount will be paid to your estate.

Annual leave may be used, if your employment is terminated by lay-off, to extend the time you need to meet the minimum service requirements for severance pay, or it entitles you to an annual allowance or immediate annuity as defined under the *Public Service Superannuation Act*.

If you cease to be employed for a reason other than dismissal, abandonment of position or rejection on probation and are re-employed, completed years of prior employment shall be considered continuous service for the purpose of determining annual leave entitlements (this does not apply to casuals).

#### Winter Bonus Days

One winter bonus day will be granted for each five consecutive days of annual leave you take between October 1 and March 31. When a statutory holiday falls in a period of annual leave, it is counted as annual leave for determining winter bonus days.

There is a limit of four extra days for each fiscal year.

Winter bonus days must be taken at the same time as your annual leave. There is no carry-over of these days.

#### Sick Leave (With Pay)

You earn one and one-quarter sick leave credit days each calendar month in which you receive at least ten days pay.

It is your responsibility to inform your supervisor that you are requesting sick leave at your regular start time.

All absences because of illness on a normal working day are charged against sick leave credits. The exceptions are:

- when you leave work sick after working one-half day plus at least two hours, no sick leave credits are used;
- when you leave work sick after at least two hours on the job, only a one-half day of sick leave credits are used.

A certificate is required from a qualified medical practitioner, certifying that your illness or injury has resulted in an inability to perform the duties of your job for:

- sick leave over three working days;

- sick leave in a fiscal year that you have been granted nine days sick leave without a medical certificate;
- any application for sick leave that your Deputy Minister requests a certificate. If necessary, up to 15 days of sick leave credits may be advanced. They will be charged against your future credits, as earned.

Any unused sick leave credits will be reinstated after you return to work following a leave of absence without pay or a reinstatement following lay-off.

Sick leave may later be replaced by injury on duty leave according to the conditions outlined in the Injury On Duty Section of this Handbook.

### **Special Leave (With Pay)**

Special leave credits (maximum of 30 days at one time) are earned at the following rates:

- one-half day for each calendar month in which you receive pay for at least ten days;
- one-quarter day for each calendar month in which you receive pay for less than ten days.

You will be granted special leave for up to five consecutive working days when:

- there is a death in your immediate family; or
- you are to be married.

You may be granted special leave for up to five consecutive working days when:

- a member of your immediate family requires surgery or becomes ill (not including childbirth), and you must care for dependants or for the sick person;
- a member of your immediate family outside your community of residence becomes seriously ill;
- special circumstances not directly attributable to you prevent you from reporting to duty, including:
  - serious household domestic emergencies.

- a transportation problem, if you make every reasonable effort to report for duty.
- death of your grandparent, grandchild, son-in-law, daughter-in-law, brother-in-law, sister-in-law.
- there is a general value to the public service, such as where you:
  - take an examination which will improve your position or qualifications in the public service;
  - attend your university convocation, if you have been continuously employed for at least one year;
  - attend a course in civil defence training;
  - require a medical examination for enlistment in the Armed Forces or for a veteran's treatment program.

For the purposes of special leave, your immediate family includes father, mother, brother, sister, spouse, common-law spouse, child, grandparent, father-in-law, mother-in-law and any other relative permanently living with you.

You will be granted special leave up to one day for the birth or adoption of a child. This may be divided into two parts and taken on separate days. In special circumstances, this period may be extended to a maximum of three working days.

Special leave will be granted for time lost through quarantine. A medical certificate is required.

Special leave of more than five consecutive working days may be approved by your Deputy Head.

You may be advanced up to five days of special leave. Advanced leave will be deducted from future credits.

### **Casual Leave (With Pay)**

You may be granted two hours for medical, dental and legal appointments, and for special or unusual circumstances.

One day per occurrence may be granted for regular or recurring medical treatments and check-ups.

**Court Leave (With Pay)**

Court leave is given if you must:

- serve on a jury; or
- attend as a witness before a body authorized by law to compel the attendance of witnesses.

**Injury On Duty Leave (With Pay)**

Injury on duty leave is granted when a Workers' Compensation Board determines that you are unable to perform the duties of your job. It is intended to provide short-term relief. The Director of Labour Relations and Compensation Division of the Financial Management Board Secretariat approves any injury on duty leave over 30 days.

Your problem must be a result of:

- accidental personal injury received in the performance of duties and not caused by your wilful misconduct; or
- sickness resulting from the nature of your employment; or
- over-exposure to radioactivity or other hazardous conditions during employment.

Any amount payable by Workers' Compensation Board for loss of wages in respect of the injury must be assigned to the Government.

**Emergency Leave**

Leave of absence with or without pay may be granted in emergency or unusual circumstances.

**Leave for Relocation of Your Spouse**

Leave without pay may be approved if your spouse is permanently relocated or accepts an appointment to another position outside of your headquarters area.

**Mandatory Leave Without Pay**

All employees, except casuals, must take five mandatory leave without pay days. Where the employer is able to shut down its operations, non-continuous employees will take the five mandatory leave without pay days over the Christmas and New Year

season on days set by the employer. Where the employer is unable to shut down its operations, the five mandatory leave without pay days for continuous employees will be scheduled in advance to be taken at a time that is mutually acceptable to you and the employer.

You cannot be granted leave with pay or lieu time on the five mandatory leave days in which the operations are shut down by the employer or which are scheduled in advance by the Employer and the employee

You will have 1.92% recovered from your bi-weekly pay cheque. This amount will be used to annualize the effect of the five mandatory leave without pay days so you receive regular pay on your mandatory leave without pay days.

If you do not work the full year and do not take any of the five mandatory pay days you will have your gross salary reduced by 1.92%

**Maternity Leave (Without Pay)**

Maternity leave without pay will be granted starting as early as 11 weeks before the expected date of birth, and ending not later than 26 weeks after the end of the pregnancy. The maximum period of maternity leave is 37 weeks. Any further time taken off is at the discretion of your department.

Your Superintendent/Director must be notified at least 15 weeks before the expected date of birth. A medical certificate certifying pregnancy may be requested.

If you request it in writing, the Superintendent/Director may defer the beginning of your leave or terminate it early. You may be granted leave to start earlier than 11 weeks before the expected date of birth.

Where possible, working conditions will be changed to safeguard the health of the mother or fetus. If this is not possible, leave without pay will be approved. A certificate is required from a physician, identifying harmful working conditions.

**Maternity Leave Supplementary Unemployment Benefit Plan**

You will be paid a maternity leave allowance according to the Supplementary Unemployment Benefit (SUB) Plan if:

- six months of continuous employment have been completed;
- proof has been provided of receipt of unemployment insurance benefits; and
- there is an agreement to return to work for at least six months when the maternity leave ends.

The date of your return to work may be changed with the Government's consent.

If you do not return to work, the amount of SUB Plan benefits must be reimbursed to the Government. If you return to work for less than six months, the SUB Plan benefits will be pro-rated. An exception is made for death, disability and lay-off.

The SUB Plan provides a "top up" of Unemployment Insurance benefits to a maximum of 17 weeks at 93% of your last weekly rate of pay.

The Employer is not responsible for any consequences of an unemployment benefit overpayment nor is it responsible for providing any additional payments in respect of maternity leave should the employee's benefits be affected by tax, unemployment insurance, or legislative provisions.

No employee shall be laid off, transferred or relocated while on, or within 6 months of his/her return from maternity or adoption leave without the consent of the employee, the employer and the union.

#### **Adoption Leave (Without Pay)**

Adoption leave without pay may be granted for up to 26 weeks beginning when you accept custody of an adopted child. If the adopting couple are both Government employees, they may elect to share the total of 26 weeks of adoption leave.

Your supervisor must be notified as soon as the application for adoption has been approved by the adoption agency or legal guardianship and custody papers have been drawn up.

#### **Adoption Leave Supplementary Unemployment Benefit Plan**

You will be paid an adoption leave allowance according to the Supplementary Unemployment Benefit (SUB) Plan if:

- six months of continuous employment have been completed;
- proof has been provided of receipt of unemployment insurance benefits; and
- there is an agreement to return to work for at least six months when the adoption leave ends.

The date of your return to work may be changed with the Government's consent.

If you do not return to work, the amount of SUB Plan benefits must be reimbursed to the Government. If you return to work for less than six months, the SUB Plan benefits will be pro-rated. An exception is made for death, disability and lay-off.

The SUB Plan provides a "top up" of Unemployment Insurance benefits to a maximum of 12 weeks at 93% of your last weekly rate of pay.

The Employer is not responsible for any consequences of an unemployment benefit overpayment nor is it responsible for providing any additional payments in respect of adoption leave should the employee's benefits be affected by tax, unemployment insurance, or legislative provisions.

#### **Self-Funded Leave Plan**

The Government will provide a deferred salary leave plan to allow you flexibility in your long term career and personal goals.

The plan allows you to defer 20% of your salary for four years to fund a one year leave of absence without pay or 10% of your salary for four and one-half years to fund a six month leave of absence without pay. In accordance with the Income Tax Regulations you must agree to return to regular employment for no less than the period of leave.

You must request the leave in advance. Your deferred salary will be deposited into a trust that will provide income during the leave. The deferred salary is exempt from taxation until the funds are released to you.

You are responsible for the employer and the employee share of pension contributions while on leave. The period of leave counts as pensionable service.

Contact the Human Resource Practitioners within their Department, Board or Agency for details of application procedures and entitlements.

## EDUCATION LEAVE

Education leave is time off to undertake full-time post-secondary studies for at least one academic year at a recognized university, community college or technical institute.

An academic year is two full program semesters, completed in succession, or completed within a 12 month period.

The number of opportunities for education leave with assistance is limited. Preference is given to long term employees at lower income levels who have limited career options. Preference is also given to Affirmative Action applicants and long term Northwest Territories residents.

### Eligibility

You must have three years of continuous service before starting education leave. This may be waived in unusual circumstances.

Education leave is only granted if there is evidence of satisfactory performance and potential for career development. A current performance review is required.

### Levels of Assistance for Education Leave

Assistance includes tuition, travel and removal costs.

Education leave is without salary. However, allowances instead of salary may be paid:

- **Full Allowance**
  - 100% of present salary may be paid if your skills have become technically obsolete and retraining is needed to satisfactorily carry out the duties of your position.
  - 100% of present salary may be paid if qualified people cannot be recruited for essential work.
- **Partial Allowance**
  - A minimum allowance equivalent to 50% of your present salary may be paid to meet an identified need rather than recruit outside the

Government. The decision is based on the most economical use of existing staff to capitalize on experience, knowledge and capability.

- Recognizing that 50% of salary may prove a financial burden if you continue studies beyond a one year program, a 10% increase will be added to the allowance in each consecutive year of study, to a maximum of 80% of salary.
- **Assistance Without Allowance**
  - Assistance only, with no allowance in lieu of salary may be paid to further post-secondary education to obtain qualifications that are generally relevant to present or future requirements of the Government.

### Procedures for Education Leave

Applications for education leave are submitted to your Deputy Head. For information regarding application guidelines and content, contact your departmental human resource section.

Successful applicants must sign a leave of absence agreement. Those granted education leave are usually required to return to work for a period equivalent to the leave.

You must submit proof of acceptance at a recognized university or community college, along with a course outline, before you go on education leave.

If you have consecutive years of education leave you will normally be required to return for temporary work assignments between academic years. Travel costs and housing accommodation for temporary work assignments will be provided at single status only.

You do not earn leave credits while on education leave, except during periods of temporary work assignments.

Employees are not eligible to receive pay increments or economic increases while they are away from their duties on education leave.

Pension deductions will be based on the full salary for the position you held before education leave, and will be recovered from you in equal instalments over a period equal to twice as long as the absence.



**Short Term Leave for Training Purposes**

Your Deputy Head may grant short term leave (without pay) to take advanced or supplementary professional or technical training of less than one academic year. The leave will be based on present and future job requirements and on individual qualifications.

Full or partial financial assistance and full or partial allowance may be granted if:

- your skills have become technically obsolete and you need retraining to carry out your work satisfactorily; or
- the courses are required for you to keep abreast of new knowledge and techniques; or
- qualified people cannot be recruited to carry out essential work.

If you take short term leave for training with full or partial allowance you must return to work for a period equivalent to the leave.

**Leave Without Pay for Education Purposes**

You may also be granted leave without pay (without allowance or assistance) for education purposes. Approval is needed from your Deputy Head.

**Courses Taken on Personal Time**

Tuition fees for courses you take on your personal time may be refunded. To qualify, you must show evidence of successful completion of the course. The course must be of value to your work, and it must not require absence from duties. You must obtain approval from your Deputy Head for reimbursement of tuition costs before you take the course.

**MEDICAL TRAVEL ASSISTANCE**

Medical travel assistance is granted for travel from your community of residence for insured, non-elective medical treatment. The coverage is for you, your spouse and dependant children. Reimbursement will be determined on a trip by trip basis subject to the following provisions.

Payment will not exceed:

- return transportation to the point of departure or the nearest place where adequate treatment is available, whichever results in the lesser expense;
- 21 days hotel accommodation and meal costs, at duty travel rates; and
- the lesser of return taxi or shuttle bus fare between the airport and the treatment centre.

You will be reimbursed for overnight hotel accommodation en route when travel to the treatment centre is interrupted by weather or other circumstances beyond your control.

Your claim must be supported by a certificate from a qualified medical practitioner. The certificate must state that the treatment was non-elective, required for the health of the patient, and could not be provided by the facilities or services available in your community of residence.

When specialized treatment as an outpatient is required, a maximum of \$50 per day will be reimbursed for accommodation, meals and local transportation expenses. This is for any period beyond 25 days and up to 40 days.

Medical travel assistance will not be provided if a similar benefit is available through another employer. Double coverage is not available if more than one family member is employed by the Government. Every effort must be made to schedule medical appointments/procedures while on other forms of leave.

**Escort**

The travel expenses of an escort may be reimbursed. A qualified medical practitioner must certify that it is necessary for the patient to be accompanied by some other person.

The escort must be 18 years of age or older.

If you are the escort for an immediate family member you will be granted special leave for emergency medical evacuation and non-elective medical travel only. If you escort an immediate family member for elective medical purposes you must take annual leave or leave without pay.

#### **Medical Travel Leave**

If you receive medical travel assistance you may be granted medical travel leave for the actual time taken to travel, up to a maximum of three days.

Travel leave will not be granted for escort duty.

## **PENSION PLAN**

### **Superannuation Plan**

This pension plan provides a benefit based on the average of your best six consecutive years of salary and number of years of pensionable service.

Pension benefits are calculated as follows:

$$(\text{Total Pensionable Service}) \times (\text{Average of Best 6 Consecutive Years Salary}) \times 2\%$$

If you have a minimum of two years of pensionable service you may take pension in any one of a number of ways:

- Immediate Annuity
  - payable at age 60, or
  - payable at age 55 with a minimum of 30 years service.
- Deferred Annuity
  - payable at age 60 if you terminate employment before attaining that age.
- Annual Allowance
  - early payment of a deferred annuity which is subject to a 5% reduction for each year under the age of 60 or 55 or for each year under 30 years of pensionable service.
  - payable at age 50 or at any later time before the deferred annuity begins.
- Transfer Value Payment
  - a lump sum payment representing the value of a contributor's pension entitlement. A Transfer Value Payment must be transferred directly into a locked-in vehicle such as a locked-in RRSP, another Registered Pension Plan or to a financial institution for the purchase of a life annuity. The Transfer Value option is irrevocable.

Payroll deductions are taken at 7.5% of your salary and are matched by the Government. This rate includes the Canada Pension Plan contribution.

The Superannuation Plan is integrated with the Canada Pension Plan.

For example:

Retirement at age 60 with 22 years of service. Over the last six years, your salary has ranged from \$39,662 to \$46,315 with an average salary of \$42,879. The Superannuation pension will be  $2\% \times 22 \times \$42,879 = \$18,867$  per year. At age 65, you will become eligible to receive benefits from the Canada Pension Plan and your pension will be reduced in accordance with the Canada Pension Plan integration formula.

Benefits payable are indexed to increases in the Consumer Price Index.

#### Transferring Contributions from Other Plans

There are transfer agreements with some other employers who have compatible pension plans. They permit the transfer of all contributions (including the employer's and interest, to the Superannuation Plan.

To qualify for such a transfer, you must satisfy the following conditions:

- employment by the Government within a specified time (usually three months) after ceasing your employment with a participating employer;
- no refund of contributions or other benefits from the pension plan of your previous employer;
- you must submit an application for transfer to your former employer and the Government within the specified time - usually six months or one year;
- you must pass a medical examination.

Time limits may be extended in certain circumstances. Before requesting a transfer of funds, it is vital that you carefully compare the benefits payable under each plan. **All transfers are irrevocable.**

#### Return of Contributions

A return of contributions made to the Plan, plus interest, will normally be payable to terminating employees with less than two years of pensionable service. However, a terminating employee who was a contributor to the Plan on June 20, 1996 will be able

to opt for a return of contributions until June 19, 1998 or until reaching 45 years of age with ten years of service, whichever is earliest.

#### Election for Prior Service

You may purchase prior service where your contributions to an approved pension plan have been refunded.

The purchase of prior service with the following employers can be made at any time while you are a contributor to the Superannuation Plan:

- the public service of the Northwest Territories;
- the public service of the Yukon;
- the public service of Canada;
- the Canadian Armed Forces;
- the Royal Canadian Mounted Police.

Your service with other employers may qualify if the service occurred within two years of joining the Government.

Once made, the purchase of prior service is irrevocable except in specific and unusual circumstances.

## INSURANCE

The face value of life insurance contracts decreases annually starting at age 61. Detailed information is available in separate booklets for each insurance.

### Supplementary Death Benefit

This benefit provides a lump sum payable to your designated beneficiary. The payment is equal to twice your basic yearly salary, rounded up to the nearest multiple of \$250. The premiums are deducted monthly at \$0.05 per \$250 of coverage. This is part of the Superannuation Plan. Participation in this plan is compulsory.

### Long Term Disability Insurance

This insurance provides you with up to 70% of your basic yearly salary if you become disabled. Benefits are payable after a waiting period of 13 weeks or after all your sick leave credits are used, whichever is later.

For the first 24 months, your disability must prevent you from performing the duties of your position. After 24 months, the disability must prevent you from performing the duties of any commensurate occupation. A commensurate occupation is one for which you are reasonably qualified by training, education or experience. The rate of pay for the commensurate occupation must be at least 66 2/3% of the current rate for your regular occupation.

Long Term Disability Insurance benefits will continue while the disability lasts, until your 65th birthday.

Coverage is compulsory and premiums are shared by the Government and the employee.

### Accidental Death and Dismemberment - Duty Travel

This group insurance policy provides coverage for accidental death and dismemberment while on duty travel, with benefits as outlined ahead:

The following benefits will be paid for losses sustained solely through accidental means, if your loss occurs within 365 days of the date of the accident:

Loss of Life	\$100,000
Loss of Both hands	100,000
Loss of Both feet	100,000
Loss of Entire sight of both eyes	100,000
Loss of One Hand and One Foot	100,000
Loss of One Hand and the Entire Sight of One Eye	100,000
Loss of One Foot and the Entire Sight of One Eye	100,000
Quadriplegia	100,000
Paraplegia	100,000
Hemiplegia	100,000
Loss of Use of Both Arms or Both Hands	100,000
Loss of Speech and Hearing in Both Ears	100,000
Loss of One Arm or One Leg	75,000
Loss of Use of One Arm	75,000
Loss of One Hand or One Foot or the Entire Sight of One Eye	66,666
Loss of Use of One Hand	66,666
Loss of Speech or Hearing in Both Ears	66,666
Loss of Four Fingers of One Hand	66,666
Loss of All Toes on One Foot	33,333
Loss of Thumb and Index Finger	33,333
Loss of Hearing in One Ear	16,666

Compensation is only for the greatest loss sustained as the result of any one accident.

This benefit applies to injuries sustained anywhere in the world, 24 hours a day, while you are on duty travel status.

There will be no payment for any loss, fatal or non-fatal, caused or contributed to by:

- suicide or self-destruction, actual or attempted, while sane or insane; or
- any act of declared or undeclared war; or

- service in the Armed Forces of any country; or
- acting as a pilot, operator or member of the crew of any aircraft.

This coverage is in addition to any other benefits or insurance plan.

Claim forms are available from the Financial Management Board Secretariat. Completed claim forms will be submitted to the Insurer, who will assess the claim. The Insurer will pay you or your beneficiary the claim directly.

Premiums are paid by the Government.

#### **Dental Plan**

The plan provides you with 100% reimbursement for all eligible expenses, subject to a yearly deductible of \$25 for single coverage and \$50 for family coverage. Major restorative work (crowns, bridges, dentures, etc.) is reimbursed at 50%.

The plan provides orthodontic coverage for your dependants under the age of 19. Reimbursement is limited to 50% of actual costs, to a maximum of \$3,000 per dependant per lifetime.

Coverage comes into effect six months from the date of your employment. This waiting period does not apply if you terminate employment and are rehired within three months.

Details of the plan are outlined in the Dental Plan Booklet.

#### **Public Service Management Insurance Plan (PSMIP)**

This life insurance plan has four parts:

- Basic Life - one year of basic salary;
- Supplementary Life - one year of basic salary;
- Accidental Death and Dismemberment - \$250,000 for accidental death or an appropriate percentage payable for dismemberment; and
- Dependants' Insurance - both life insurance and accidental death and dismemberment benefits (double indemnity) of \$5,000 for your spouse and \$2,500 for each dependant child over 14 days.

All PSMIP insurance plans are optional. Premiums are based on age and basic salary and are deducted from salary.

#### **Public Service Health Care Plan (PSHCP)**

PSHCP is a supplementary health care plan. Participation, including the level of coverage, is optional. Premiums for Level I coverage are paid by the employer. Premiums for Level II and III are shared by the employee and employer.

This insurance provides 80% reimbursement for all eligible expenses, subject to a yearly deductible of \$60 for single coverage and \$100 for family coverage.

This insurance provides extended health care benefits (in addition to the Northwest Territories Health Care) for specialist services, prescription drugs, vision care, rental of hospital equipment, nursing assistance, ambulance services, etc. Hospital benefits are also available and there is reimbursement for the cost of semi-private or private rooms up to \$60 per day under Level I, \$100 per day under Level II and \$150 per day under Level III.

## PERFORMANCE EVALUATION

Performance evaluations are done annually on each Government employee.

During your orientation period you and your supervisor will meet to set objectives. The two of you continue to meet informally throughout the year to review your performance.

You and your supervisor will meet to review your performance before fiscal year end. Objectives will be assigned for the following fiscal year. You will be given an opportunity to add any comments you wish to your evaluation. This performance review will be placed in your personnel file.

Your personnel file will be made available for your examination at reasonable times in the presence of an authorized representative of the Government. You may place a document in your personnel file with your supervisor's permission.

## JOB EVALUATION

Job Evaluation will be done using the Hay Job Evaluation System. The Hay Job Evaluation Guide Charts (Appendix B), in conjunction with benchmark positions as set out in the Job Evaluation Manual, will be used for assessing the value of your position.

If you feel your position has been improperly evaluated:

- 1) Discuss the evaluation with your supervisor or a representative of management who is knowledgeable in the job evaluation system. Upon request, you will be provided with a copy of the Statement of Duties for your position, together with the point rating and the rationale supporting the point rating assigned.
- 2) You may submit a job evaluation appeal. This appeal will be referred to a Job Evaluation Appeal Board consisting of the Secretary of the Financial Management Board, the Deputy Head of your Department or their delegates, and a representative of the Employee. All members of the Job Evaluation Appeal Board must be trained on the use of the Job Evaluation System.
- 3) The Board must reach a unanimous decision, which is binding. If a unanimous decision is not reached, you may request that the Deputy Head refer the appeal to a Job Evaluation Review Board.
- 4) The Job Evaluation Review Board shall consist of a representative of the Employer, a representative of the Employee, and an independent chairperson, all trained on the use of the Job Evaluation System.
- 5) The decision of the Job Evaluation Review Board must be unanimous and is binding.
- 6) You may withdraw your appeal at any time.

## CONFLICT OF INTEREST

You must avoid outside activities that could result in a conflict of interest with your public duties.

### Personal Gain

You may not:

- carry on any business which unduly exploits, for personal gain, any acquaintance with employees or other persons you became acquainted with through Government employment;
- request or accept payment or other benefits for functions which are part of your public duties, other than those accruing to your position;
- carry on any business outside the public service in which there may be a conflict between your private interests and Government duties;
- be a director or officer of a company which holds, or is engaged in, any contract or agreement with the Government, except where you are appointed or recommended by the Government for appointment.

In seeking or negotiating a position outside the public service, you must ensure there is no interference with official duties.

### Use of Information, Facilities or Property

You may not:

- carry on any business or employment outside the public service in which you make unauthorized use of information gained as a result of employment in the public service;
- carry on any business or employment outside the public service in which you make unauthorized use of property or facilities owned by the Government;
- operate or permit a private business to be operated out of staff accommodation provided by the Government;
- Use Government facilities, property, or equipment for personal business

- reveal or use any confidential information, except as authorized, or required by your Government duties.

### Approval

Before participating in any business or employment outside the public service, you must have approval in writing from your Deputy Head.

### Gifts and Gratuities

You may not request, accept or keep any personal benefit, which may be directly or indirectly offered as a result of, or in anticipation of, your position or the performance of your public duties.

"Personal benefit" means a gift, gratuity, favour, service, discount, special treatment, anything of monetary value, or compensation in any form.

There are some exceptions to this rule:

- unsolicited advertising or promotional materials of nominal value such as pens and calendars;
- awards for meritorious civil service contributions;
- unsolicited items donated to an entire work group during holidays that the group consumes on the premises, e.g., a box of chocolates.

## INDEMNIFICATION

Damages or costs awarded against you in a civil action or proceeding will be paid. This includes any sum required to be paid by the settlement of any claim. The following conditions apply:

- the alleged misconduct was committed in the performance of duties;
- your conduct was not a gross disregard or neglect of your duties as an employee; and
- you have given immediate notice to the Government of the action or proceeding.

You must immediately notify your Deputy Head upon becoming aware of any act or omission that could lead to a need for legal representation or result in a claim against the Government. All information must be provided. The Government may deny indemnity if your intentional delay prejudices the defence.

The Department of Justice will provide legal representation (subject to existing insurance coverage and the prerogative of the insurer to provide counsel). The counsel may be from within the Department of Justice or otherwise, at the Government's discretion. The Government accepts full responsibility for the conduct of the action. You must cooperate fully with the appointed counsel.

## POLITICAL ACTIVITY

Involvement in political activities is allowed. Political activities may include joining a political party or giving money to any political candidate or party. However, the following restrictions apply to your political involvement.

### Federal and Territorial Elections

You may not:

- Personally ask for funds for a territorial or federal political party or candidate.
- Engage in any territorial or federal political activity during working hours.
- Use Government premises, supplies or equipment for any political activity, or display or distribute any federal or territorial campaign literature on Government premises. This does not apply to Government staff housing.
- Intentionally use your position to affect the political activity of another person. For example, promise a Government job in return for support given to a particular candidate.
- Serve as an official agent for a candidate in an election, or as an executive officer of a political party or riding association (official agents are declared on the nomination papers of a candidate).
- Publicly criticize any policy about which you acquire information by virtue of employment with the Government.
- Be a candidate in a territorial, provincial or federal election unless you have obtained a leave of absence from the Chairman of the Financial Management Board.
- Serve as an elected representative in the Legislative Assembly of the Northwest Territories, the Legislative Assembly of a province or territory or in the Parliament of Canada.



In addition, Restricted Employees (as defined below) may not:

- Publicly express views on any matter that forms part of the platform of a territorial or federal political party, including criticizing candidates' positions on issues.
- Attend any meeting of a territorial federal political party, riding or association as a voting delegate.
- Serve as an executive officer of a Federal party, riding or association.
- Campaign for, or actively work in support of a territorial or federal political party or candidate.
- Be a candidate in a Territorial or Federal election if the absence of the employee seriously interferes with the working of the public service.

Restricted Employees include:

- executive branch staff, other than secretarial staff, clerical staff, or executive assistants to elected Ministers;
- staff of the Personnel Secretariat, other than secretarial or clerical staff; and
- supervisors of schools.

You must take a leave of absence without pay before you announce your candidacy in a territorial, provincial or federal election. The leave or employment will end when the election results are official. Applications for political leave must be made to the Chairman of the Financial Management Board.

#### **Municipal Elections**

If you wish to become involved in municipal politics you cannot:

- Engage in any political activity during working hours.
- Use Government premises, supplies or equipment for any political activity.
- Display or distribute any campaign literature on Government premises, unless it is Government staff housing.
- Intentionally use your position to affect the political activity of another person.

- Publicly criticize any policy about which you acquire information by virtue of your employment with the Government.

If you are an excluded employee identified in the Public Service Regulations as a restricted employee and are elected mayor of a municipality, you must resign from the Government. "Municipality" includes cities, towns, villages, and hamlets. Restricted employees are defined above.

## GRIEVANCE PROCESS

Employees who have a complaint about their treatment under the *Public Service Act*, Regulations or other terms and conditions of employment, may take advantage of the grievance process. Before submitting a complaint you may seek the advice of a Personnel Administrator. You must present your grievance personally.

### Step One

You must submit a written grievance to your first level of management as designated by the Government. This grievance must be submitted within 15 calendar days of your becoming aware of the situation that has resulted in the complaint. Your grievance must describe the nature of the complaint you are making.

The person designated to hear your complaint has 21 days to meet with you, hear your grievance, decide on it and send a written copy of the decision to you.

### Step Two

If you are not satisfied with the decision made, or if the complaint cannot be resolved at Step One, you may submit your grievance to your Deputy Head. You must submit this grievance within 14 days of receiving the first level decision.

The Deputy Head will have 14 days to meet with you, hear your grievance and respond to your complaint in writing.

### Step Three

Pending the outcome of a review into delegating responsibility for third level grievances to Deputy Heads, the Director of Labour Relations and Compensation Division is the Chairman of the Financial Management Board's designate for third level grievances. You have 14 days from the day you receive your Deputy Head's response to forward your grievance to the Director's attention. The Director has 45 days to issue a final and binding decision. Time lines may be extended by mutual agreement.

## SEVERANCE PAY

### Lay-Off

If you are laid off after one year or more of continuous employment you are entitled to severance pay. You have the following options:

- Separation Assistance - you shall receive severance pay of two weeks pay per year for the first ten complete years of continuous employment and three weeks pay for each succeeding complete year of continuous employment. The total amount of severance pay which may be paid under this sub-clause shall not exceed 65 weeks of pay.
- Severance Priority - you shall receive severance pay for two weeks pay for the first complete year of continuous employment, two weeks pay for the second complete year of continuous employment and one week of pay for each succeeding complete year of continuous employment. The total amount of severance pay which may be paid under this sub-clause shall not exceed 28 weeks of pay. You shall be provided priority staffing for one year from the last day of the lay-off notice period.
- Retraining - you shall, during the three month notice period, be eligible for this option if:
  - you have three years of continuous employment;
  - there is a specific vacant position or anticipated vacancy for which no other lay-off qualifies and you may become qualified with retraining; and
  - you and the Employer agree that the retraining can be completed within 12 consecutive months.
- Education Assistance - you may be eligible for this option if:
  - you have three years of continuous employment;
  - the proposed program of study relates to positions within the Government; and
  - you provide proof of acceptance in an educational program.

Education assistance calculated at 80% of your current salary for a period of up to 12 months.

If you are laid off for a second or subsequent time, severance pay will be calculated on complete years of continuous employment, less any period for which you have been previously granted severance pay.

### Resignation

You are entitled to severance pay upon resignation if:

- you have ten or more years continuous employment;
- you give two months notice of termination; and
- if the termination is for reasons other than lay-off, abandonment of position, rejection on probation or dismissal.

This severance pay is calculated as follows:

$$\frac{\text{[Weekly rate of pay on termination]} \times \text{[(completed years of continuous employment) - (previous years for which severance was paid) to a maximum of 26]}}{\text{divided by 2}}$$

### Retirement

Retirement, for severance pay purposes, means termination from the public service with an entitlement to an immediate annuity under the Superannuation Plan. You may take an equivalent period of leave with pay instead of severance pay.

#### Employees on strength as at December 31, 1994:

You are entitled to severance pay if:

- you retire; or
- your employment is terminated because chronically poor health makes performance of your duties impossible.

This severance pay is calculated as follows:

$$\frac{\text{[Weekly rate of pay on termination]} \times \text{[(years of service) - (previous years for which severance was paid)]}}{\text{to a maximum of 30 weeks}}$$

#### Employees taken on strength on or after January 1, 1995:

You are entitled to severance pay upon retirement if:

- you have ten or more years continuous employment;
- you give two months notice of termination; and
- if the termination is for reasons other than lay-off, abandonment of position, rejection on probation or dismissal.

This severance pay is calculated as follows:

$$\frac{\text{[Weekly rate of pay on termination]} \times \text{[(completed years of continuous employment) - (previous years for which severance was paid) to a maximum of 26]}}{\text{divided by 2}}$$

### Death

#### Employees on strength as at December 31, 1994:

In the event of death, your estate is entitled to severance pay.

This severance pay is calculated as follows:

$$\text{(Weekly rate of pay at death)} \times \text{(years of continuous service to a maximum of 30)}$$

This is in addition to any other benefits.

#### Employees taken on strength on or after January 1, 1995:

In the event of death, your estate is entitled to severance pay if you have ten years or more of continuous employment.

This severance pay is calculated as follows:

$$\frac{\text{[Weekly rate of pay on termination]} \times \text{[(completed years of continuous employment) - (previous years for which severance was paid) to a maximum of 26]}}{\text{divided by 2}}$$

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**Dismissal, Abandonment of Position**

No severance pay is paid if you are dismissed for cause or if you abandon your position.

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**REMOVAL ON TERMINATION**

Removal assistance may be provided upon termination of employment. You are responsible for making and paying for all moving and travel arrangements, and submitting your invoices to the Government for reimbursement.

**Eligible Cost**

Eligible costs include packing, crating, unpacking, uncrating, transportation and in-transit insurance. If professional movers are not used for the move, eligible costs may include the cost of locally purchased packing materials and the cost of crates. Eligible costs also include personal travel for you and your dependants as follows:

- travel by commercial carrier to your eligible destination;
- accommodation and meal costs (duty travel rates) only at points between your community of residence and point of departure, and only when stopovers are a result of airline schedules;
- the equivalent of economy airfare for travel by means other than air, no additional travel expenses for stopovers will be reimbursed.

Eligible cost is subject to weight and destination limits.

**Weight Limits**

The maximum weight of effects (including weight of crates)

- In furnished accommodation:
  - If no dependants - maximum 680 kg (1,500 lb)
  - With dependants - maximum 1,814 kg (4,000 lb)
- In unfurnished accommodation:
  - If no dependants - maximum 1,814 kg (4,000 lb)
  - With dependants - maximum 6,804 kg (15,000 lb)

**Point of Departure**

- Edmonton - For all locations within the NWT

**Eligible Destinations**

If your community of residence at termination is the same as your point of recruitment and:

- you have ten years of service, eligible costs are calculated to your point of departure and to your new domicile. The lesser of these is your eligible cost.
- you have 20 years of service and were on strength as of January 1, 1995, your eligible cost is calculated to your new domicile anywhere in Canada.

If your community of residence at termination is not the same as your point of recruitment, your eligible cost is the lesser of the costs of moving your effects to your point of recruitment or to your new domicile.

If your community of residence at termination is not the same as your point of recruitment and you were hired before August 5, 1976, you may choose to have your eligible cost calculated on your previous ultimate removal entitlement of \$20 per month of continuous service to a maximum of the lesser of \$2,400 or the actual cost as substantiated by freight bills and travel receipts. If you choose this option and your community of residence is not on the Mackenzie Highway System, your eligible cost is increased by an amount equivalent to the eligible cost between your community of residence and the nearest of these.

Eligible costs are further limited by a length of service entitlement and the ultimate removal entitlement cap set for each community in the maximum reimbursement schedule. These are set out in the following table:

Length of Service	Entitlement
less than 3 years	none
3 years but less than 4	50% of eligible costs
4 years but less than 5	60% of eligible costs
5 years but less than 6	70% of eligible costs
6 years but less than 7	80% of eligible costs
7 years but less than 8	90% of eligible costs
over 8 years	100% of eligible costs

**Maximum Reimbursement Schedule**

Aklavik	\$10,086	Kakisa	\$ 5,946
Colville Lake	\$10,026	Lutselk'e	\$ 7,428
Deline	\$ 9,552	Nahanni Butte	\$ 7,710
Enterprise	\$ 5,226	Norman Wells	\$ 7,590
Fort Good Hope	\$10,464	Paulatuk	\$13,308
Fort Liard	\$ 5,868	Rae Lakes	\$ 7,896
Fort McPherson	\$10,200	Rae-Edzo	\$ 6,318
Fort Providence	\$ 5,820	Sachs Harbour	\$14,388
Fort Resolution	\$ 7,428	Wekweti	\$ 7,590
Fort Simpson	\$ 7,710	Trout Lake	\$ 7,710
Fort Smith	\$ 4,800	Tsiigehtchic	\$ 9,822
Hay River	\$ 5,226	Tuktoyaktuk	\$10,908
Holman	\$12,138	Tulita	\$ 8,898
Inuvik	\$ 9,126	Wha Ti	\$ 7,434
Jean Marie River	\$ 7,710	Wrigley	\$ 7,710
		Yellowknife	\$ 6,000

**Maximum Reimbursement**

The maximum amount the Government will reimburse for removal costs on termination is the lesser of:

- the amount determined by applying your percentage of entitlement to the eligible cost of your removal; or
- the amount determined by applying your percentage of entitlement to the amount of maximum reimbursement for your community of residence at termination.

Laid off employees and the dependants of deceased employees are entitled to the lesser of 100% of eligible costs or 100% of the maximum reimbursement for the employee's community of residence. Additionally, the dependants of a deceased employee are entitled to be reimbursed for the costs of shipping the body.

**Limitations**

Only one removal on termination will be paid per household.

No reimbursement will be made if you receive duplicate assistance from another employment source.

Your claims must be substantiated by freight bills.

You must actually move from your community of residence. The move must take place within 30 days, except in extenuating circumstances approved by your Deputy Head.

**TERMINATION**

Two weeks notice in writing is required for resignation from the Government. Advance notice is appreciated. After you have submitted your resignation you are given a 24 hour period in which you may withdraw it.

You are encouraged to contact the Labour Relations and Compensation Division of the Financial Management Board Secretariat at least six months in advance of retirement. This will ensure timely processing of all pension and benefit documents.

**No Lay-Offs**

The Government values its' employees and therefore has made a commitment that there will be no more lay-offs for the remaining term of this Government, ending October 31, 1999.

**APPENDIX A**

**Salary Grids for Excluded Employees**

Employees are paid according to the following salary grid.

Your letter of offer of employment with the Government indicates the range and step that you will be paid.

If you have any questions about your placement on the salary grid, please contact the human resources administrator for your department.

**HOURLY RATES OF PAY- Effective April 1, 1998**

Min Pts	Max Pts	Pay Range	Casuals	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
92	101	1	12.92	15.52	15.92	16.33	16.74	17.17	17.61
102	112	2	13.43	16.03	16.44	16.86	17.30	17.74	18.20
113	124	3	14.01	16.61	17.03	17.47	17.92	18.38	18.85
125	137	4	14.54	17.14	17.58	18.03	18.50	18.97	19.46
138	151	5	15.13	17.73	18.18	18.65	19.13	19.62	20.12
152	166	6	15.68	18.28	18.75	19.23	19.72	20.23	20.74
167	183	7	16.27	18.87	19.35	19.85	20.36	20.88	21.41
184	201	8	16.89	19.49	19.99	20.50	21.03	21.57	22.12
202	221	9	17.50	20.10	20.62	21.15	21.69	22.25	22.82
222	243	10	18.14	20.74	21.27	21.82	22.38	22.95	23.54
244	267	11	18.80	21.40	21.95	22.51	23.09	23.68	24.29
268	293	12	21.47	24.07	24.69	25.32	25.97	26.63	27.32
294	322	13	22.41	25.01	25.65	26.31	26.99	27.68	28.39
323	354	14	23.44	26.04	26.70	27.39	28.09	28.81	29.55
355	389	15	24.47	27.07	27.76	28.48	29.21	29.96	30.72
390	427	16	25.57	28.17	28.89	29.63	30.39	31.17	31.97
428	469	17	26.69	29.29	30.04	30.81	31.60	32.41	33.24
470	515	18	27.86	30.46	31.24	32.04	32.86	33.71	34.57
516	565	19	29.07	31.67	32.48	33.32	34.17	35.05	35.94
566	620	20	30.31	32.91	33.76	34.62	35.51	36.42	37.35
621	680	21	31.62	34.22	35.10	36.00	36.92	37.87	38.84
681	746	22	32.97	35.57	36.49	37.42	38.38	39.37	40.38
747	818	23	34.38	36.98	37.92	38.90	39.89	40.92	41.97
819	897	24	35.82	38.42	39.41	40.42	41.45	42.52	43.61
898	983	25	37.34	39.94	40.96	42.01	43.09	44.19	45.33

HOURLY RATES OF PAY- Effective April 1, 1999

Min Pts	Max Pts	Pay Range	Casuals	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
92	101	1	13.23	15.83	16.24	16.65	17.08	17.52	17.97
102	112	2	13.75	16.35	16.77	17.20	17.64	18.10	18.56
113	124	3	14.34	16.94	17.37	17.82	18.27	18.74	19.22
125	137	4	14.89	17.49	17.93	18.39	18.87	19.35	19.85
138	151	5	15.48	18.08	18.55	19.02	19.51	20.01	20.52
152	166	6	16.04	18.64	19.12	19.61	20.11	20.63	21.16
167	183	7	16.64	19.24	19.74	20.24	20.76	21.30	21.84
184	201	8	17.28	19.88	20.39	20.91	21.45	22.00	22.56
202	221	9	17.91	20.51	21.03	21.57	22.12	22.69	23.27
222	243	10	18.56	21.16	21.70	22.26	22.83	23.41	24.01
244	267	11	19.23	21.83	22.39	22.96	23.55	24.15	24.77
268	293	12	21.94	24.54	25.17	25.81	26.47	27.15	27.85
294	322	13	22.90	25.50	26.15	26.82	27.51	28.21	28.94
323	354	14	23.94	26.54	27.22	27.92	28.64	29.37	30.12
355	389	15	25.00	27.60	28.30	29.03	29.77	30.54	31.32
390	427	16	26.11	28.71	29.45	30.21	30.98	31.78	32.59
428	469	17	27.26	29.86	30.63	31.41	32.22	33.04	33.89
470	515	18	28.45	31.05	31.85	32.67	33.50	34.36	35.24
516	565	19	29.69	32.29	33.11	33.96	34.83	35.73	36.64
566	620	20	30.95	33.55	34.41	35.29	36.20	37.13	38.08
621	680	21	32.29	34.89	35.78	36.70	37.64	38.61	39.60
681	746	22	33.67	36.27	37.20	38.15	39.13	40.13	41.16
747	818	23	35.09	37.69	38.66	39.65	40.67	41.71	42.78
819	897	24	36.57	39.17	40.17	41.20	42.26	43.34	44.45
898	983	25	38.11	40.71	41.76	42.83	43.93	45.05	46.21



GUIDE CHART FOR EVALUATING KNOW-HOW

- DEFINITION: Know-how is the sum total of every level of knowledge, skill, and experience that an individual has acquired through formal or informal learning and practice.
- KNOW-HOW HAS FIVE DIMENSIONS — the requirements for each are:
  - Cognitive Know-how: The depth and breadth of specialist or technical knowledge and skills (e.g., a specialist in a particular discipline).
  - Managerial Know-how: Knowledge and skill required for managing and coordinating of planning, organizing, integrating, controlling, evaluating, staffing, directing and/or coordinating.
  - Human Relations Know-how: Active, personal person-to-person skills needed in the area of human relationships.

Practical Procedures	Specialized Techniques	Scientific Disciplines
L LIMITED: Follows basic instructions or carries out simple work routine	E SPECIALIZED: Application of knowledge and skills to procedures and work practices which are generally well defined but may occasionally require some judgment calls	G SPECIALIZED MASTERY: Mastery of principles and theories and their application in a specialized area of work through broad learning and/or special development
A BASIC: Apply basic instructions, perform simple tasks or work routine which are repetitive	F SKILLED: Proficiency in the application of theories and principles within a specialty field (or fields). Has a broad understanding of theories and principles gained through extensive experience	H PROFESSIONAL MASTERY: Extensively recognized expertise and mastery of a complete professional field
B ELEMENTARY: Practical application of skills to established work procedures and practices	D ADVANCED VOCATIONAL: Application of knowledge and skills (usually from theoretical) are required	
C VOCATIONAL: Application of knowledge and skills to procedures and work practices which are generally well defined but may occasionally require some judgment calls	E SPECIALIZED: Application of knowledge of theory and principles within a specialized area of work through broad learning and/or special development	

Min Pts	Max Pts	Pay Range	MANAGERIAL KNOW-HOW										V. TOTAL																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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29	33	1	30	33	36	39	42	45	48	51	54	57	60	63	66	69	72	75	78	81	84	87	90	93	96	99	102	105	108	111	114	117	120	123	126	129	132	135	138	141	144	147	150	153	156	159	162	165	168	171	174	177	180	183	186	189	192	195	198	201	204	207	210	213	216	219	222	225	228	231	234	237	240	243	246	249	252	255	258	261	264	267	270	273	276	279	282	285	288	291	294	297	300	303	306	309	312	315	318	321	324	327	330	333	336	339	342	345	348	351	354	357	360	363	366	369	372	375	378	381	384	387	390	393	396	399	402	405	408	411	414	417	420	423	426	429	432	435	438	441	444	447	450	453	456	459	462	465	468	471	474	477	480	483	486	489	492	495	498	501	504	507	510	513	516	519	522	525	528	531	534	537	540	543	546	549	552	555	558	561	564	567	570	573	576	579	582	585	588	591	594	597	600	603	606	609	612	615	618	621	624	627	630	633	636	639	642	645	648	651	654	657	660	663	666	669	672	675	678	681	684	687	690	693	696	699	702	705	708	711	714	717	720	723	726	729	732	735	738	741	744	747	750	753	756	759	762	765	768	771	774	777	780	783	786	789	792	795	798	801	804	807	810	813	816	819	822	825	828	831	834	837	840	843	846	849	852	855	858	861	864	867	870	873	876	879	882	885	888	891	894	897	900	903	906	909	912	915	918	921	924	927	930	933	936	939	942	945	948	951	954	957	960	963	966	969	972	975	978	981	984	987	990	993	996	999	1002	1005	1008	1011	1014	1017	1020	1023	1026	1029	1032	1035	1038	1041	1044	1047	1050	1053	1056	1059	1062	1065	1068	1071	1074	1077	1080	1083	1086	1089	1092	1095	1098	1101	1104	1107	1110	1113	1116	1119	1122	1125	1128	1131	1134	1137	1140	1143	1146	1149	1152	1155	1158	1161	1164	1167	1170	1173	1176	1179	1182	1185	1188	1191	1194	1197	1200	1203	1206	1209	1212	1215	1218	1221	1224	1227	1230	1233	1236	1239	1242	1245	1248	1251	1254	1257	1260	1263	1266	1269	1272	1275	1278	1281	1284	1287	1290	1293	1296	1299	1302	1305	1308	1311	1314	1317	1320	1323	1326	1329	1332	1335	1338	1341	1344	1347	1350	1353	1356	1359	1362	1365	1368	1371	1374	1377	1380	1383	1386	1389	1392	1395	1398	1401	1404	1407	1410	1413	1416	1419	1422	1425	1428	1431	1434	1437	1440	1443	1446	1449	1452	1455	1458	1461	1464	1467	1470	1473	1476	1479	1482	1485	1488	1491	1494	1497	1500	1503	1506	1509	1512	1515	1518	1521	1524	1527	1530	1533	1536	1539	1542	1545	1548	1551	1554	1557	1560	1563	1566	1569	1572	1575	1578	1581	1584	1587	1590	1593	1596	1599	1602	1605	1608	1611	1614	1617	1620	1623	1626	1629	1632	1635	1638	1641	1644	1647	1650	1653	1656	1659	1662	1665	1668	1671	1674	1677	1680	1683	1686	1689	1692	1695	1698	1701	1704	1707	1710	1713	1716	1719	1722	1725	1728	1731	1734	1737	1740	1743	1746	1749	1752	1755	1758	1761	1764	1767	1770	1773	1776	1779	1782	1785	1788	1791	1794	1797	1800	1803	1806	1809	1812	1815	1818	1821	1824	1827	1830	1833	1836	1839	1842	1845	1848	1851	1854	1857	1860	1863	1866	1869	1872	1875	1878	1881	1884	1887	1890	1893	1896	1899	1902	1905	1908	1911	1914	1917	1920	1923	1926	1929	1932	1935	1938	1941	1944	1947	1950	1953	1956	1959	1962	1965	1968	1971	1974	1977	1980	1983	1986	1989	1992	1995	1998	2001	2004	2007	2010	2013	2016	2019	2022	2025	2028	2031	2034	2037	2040	2043	2046	2049	2052	2055	2058	2061	2064	2067	2070	2073	2076	2079	2082	2085	2088	2091	2094	2097	2100	2103	2106	2109	2112	2115	2118	2121	2124	2127	2130	2133	2136	2139	2142	2145	2148	2151	2154	2157	2160	2163	2166	2169	2172	2175	2178	2181	2184	2187	2190	2193	2196	2199	2202	2205	2208	2211	2214	2217	2220	2223	2226	2229	2232	2235	2238	2241	2244	2247	2250	2253	2256	2259	2262	2265	2268	2271	2274	2277	2280	2283	2286	2289	2292	2295	2298	2301	2304	2307	2310	2313	2316	2319	2322	2325	2328	2331	2334	2337	2340	2343	2346	2349	2352	2355	2358	2361	2364	2367	2370	2373	2376	2379	2382	2385	2388	2391	2394	2397	2400	2403	2406	2409	2412	2415	2418	2421	2424	2427	2430	2433	2436	2439	2442	2445	2448	2451	2454	2457	2460	2463	2466	2469	2472	2475	2478	2481	2484	2487	2490	2493	2496	2499	2502	2505	2508	2511	2514	2517	2520	2523	2526	2529	2532	2535	2538	2541	2544	2547	2550	2553	2556	2559	2562	2565	2568	2571	2574	2577	2580	2583	2586	2589	2592	2595	2598	2601	2604	2607	2610	2613	2616	2619	2622	2625	2628	2631	2634	2637	2640	2643	2646	2649	2652	2655	2658	2661	2664	2667	2670	2673	2676	2679	2682	2685	2688	2691	2694	2697	2700	2703	2706	2709	2712	2715	2718	2721	2724	2727	2730	2733	2736	2739	2742	2745	2748	2751	2754	2757	2760	2763	2766	2769	2772	2775	2778	2781	2784	2787	2790	2793	2796	2799	2802	2805	2808	2811	2814	2817	2820	2823	2826	2829	2832	2835	2838	2841	2844	2847	2850	2853	2856	2859	2862	2865	2868	2871	2874	2877	2880	2883	2886	2889	2892	2895	2898	2901	2904	2907	2910	2913	2916	2919	2922	2925	2928	2931	2934	2937	2940	2943	2946	2949	2952	2955	2958	2961	2964	2967	2970	2973	2976	2979	2982	2985	2988	2991	2994	2997	3000	3003	3006	3009	3012	3015	3018	3021	3024	3027	3030	3033	3036	3039	3042	3045	3048	3051	3054	3057	3060	3063</





**EXCLUDED EMPLOYEES' HANDBOOK  
APPENDIX B**

**TO FIND PROBLEM SOLVING POINTS, READ OFF WHERE KNOW-HOW SCORE AND PROBLEM SOLVING % INTERSECT**

% PS	Know-How Points																% PS												
	38	43	50	57	66	76	87	100	115	132	152	175	200	230	264	304		350	400	460	528	608	700	800	920	1056	1216	1400	
87%																													
76%																													
66%																													
57%																													
50%																													
43%																													
38%																													
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19%																													
16%																													
14%																													
12%																													
10%																													

**GENERAL:**  
Working Conditions as a comparable factor is a measure of the type of conditions, in terms of frequency and duration of the work activities, that are likely to be performed. Working Conditions has four sub-factors:

• **Physical Demands:** This factor measures frequency and duration, or any combination, of the physical effort required by the job.  
Examples of these activities include lifting, carrying or moving heavy objects, pushing or pulling, standing, kneeling, sitting, walking, standing, and/or working in awkward postures, or other unusual circumstances.

**P - PHYSICAL DEMANDS**  
The combination of frequency, duration, and frequency of exposure to physical demands that may become physical fatigue, sitting or standing for long periods, or any combination of these factors that may lead to physical fatigue.

A. Minimal fatigue or physical stress	1	2	3	4	5
B. Moderate fatigue or physical stress	6	7	8	9	10
C. Considerable fatigue or physical stress	12	14	16	19	22
D. Extreme fatigue or physical stress	25	29	33	38	43

☐	MOST LIKELY
☐	LESS LIKELY
☐	UNLIKELY



**GUIDE CHART FOR EVALUATING  
WORKING CONDITIONS**

• **Environmental Conditions:** This factor measures the frequency and duration of exposure to adverse environmental conditions that cannot be controlled by the employee or the CHWV.  
Examples of these include: toxic or unpleasant fumes, dust, noise, vibration, and/or other environmental factors such as distance, equipment, and/or alterations, vibrations, and/or other environmental factors that may affect work schedules and travel requirements.

**E - ENVIRONMENTAL CONDITIONS**  
The combination of frequency, duration, and frequency of exposure to environmental conditions that may lead to physical fatigue.

a. Minimal discomfort or risk of accident or ill-health.	1	2	3	4	5
b. Considerable discomfort or moderate risk of accident or ill-health.	6	7	8	9	10
c. Extreme discomfort or risk of accident or ill-health.	12	14	16	19	22
d. Extreme risk of accident or ill-health.	25	29	33	38	43

• **Sensory Demands:** This factor measures the frequency and duration of sensory demands required by the job.  
Examples include the requirement for coordination, agility and dexterity of the senses, spatial acuity, judgment through sense of touch, smell, sight, taste, speed and accuracy.

**S - SENSORY DEMANDS**  
The combination of frequency, duration, and frequency of exposure to sensory demands that may lead to physical fatigue.

I. Limited sensory attention.	1	2	3	4	5
II. Moderate sensory attention.	6	7	8	9	10
III. Considerable sensory attention.	12	14	16	19	22
IV. Extreme sensory attention.	25	29	33	38	43

• **Mental Demands:** This factor measures the frequency and duration of the mental demand required by the job.  
Examples include the frequency and duration of mental tasks, attention to detail, dealing with unknown factors, non-routine aspects of work, interruptions, distractions or conflicting influences, uncontrolled or unpredictable demands, exposure to emergency or disturbing experiences.

**M - MENTAL DEMANDS**  
The combination of frequency, duration, and frequency of exposure to mental demands that may lead to physical fatigue.

1. Minimal mental stress.	1	2	3	4	5
2. Moderate mental stress.	6	7	8	9	10
3. Considerable mental stress.	12	14	16	19	22
4. Extreme mental stress.	25	29	33	38	43



GUIDE CHART FOR EVALUATING ACCOUNTABILITY

	\$50K - \$500K					\$500K - \$1M					\$1M - \$5M					\$5M - \$50M					\$50M - \$500M					\$500M - \$1B									
	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A					
<b>(M) Minimal</b> Results generally affect only a small number of people or a small part of the organization. The impact is limited to the unit within a department.	7	9	12	15	18	9	12	15	18	21	12	15	18	21	24	15	18	21	24	27	18	21	24	27	30	21	24	27	30	33	24	27	30	33	36
<b>(1) Very Small</b> Results can be considered in terms of a single project or a small number of people within a department.	8	10	13	16	19	10	13	16	19	22	13	16	19	22	25	16	19	22	25	28	19	22	25	28	31	22	25	28	31	34	25	28	31	34	37
<b>(2) Small</b> Results are generally considered in terms of a department or a small number of people within a department.	9	11	14	17	20	11	14	17	20	23	14	17	20	23	26	17	20	23	26	29	20	23	26	29	32	23	26	29	32	35	26	29	32	35	38
<b>(3) Medium</b> Results are generally considered in terms of a division or a small number of departments within a program or functional area.	10	12	15	18	21	12	15	18	21	24	15	18	21	24	27	18	21	24	27	30	21	24	27	30	33	24	27	30	33	36	27	30	33	36	39
<b>(4) Large</b> Results typically affect an entire division or a large number of departments within a program or functional area.	11	13	16	19	22	13	16	19	22	25	16	19	22	25	28	19	22	25	28	31	22	25	28	31	34	25	28	31	34	37	28	31	34	37	40
<b>(5) Very Large</b> Results generally affect the entire organization or a large number of divisions within a program or functional area.	12	14	17	20	23	14	17	20	23	26	17	20	23	26	29	20	23	26	29	32	23	26	29	32	35	26	29	32	35	38	29	32	35	38	41

	\$50K - \$500K					\$500K - \$1M					\$1M - \$5M					\$5M - \$50M					\$50M - \$500M					\$500M - \$1B									
	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A	A	C	S	P	A					
<b>R RESULTS:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	7	9	12	15	18	9	12	15	18	21	12	15	18	21	24	15	18	21	24	27	18	21	24	27	30	21	24	27	30	33	24	27	30	33	36
<b>A FREQUENT:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	8	10	13	16	19	10	13	16	19	22	13	16	19	22	25	16	19	22	25	28	19	22	25	28	31	22	25	28	31	34	25	28	31	34	37
<b>B CONTROLLED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	9	11	14	17	20	11	14	17	20	23	14	17	20	23	26	17	20	23	26	29	20	23	26	29	32	23	26	29	32	35	26	29	32	35	38
<b>C STANDARDIZED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	10	12	15	18	21	12	15	18	21	24	15	18	21	24	27	18	21	24	27	30	21	24	27	30	33	24	27	30	33	36	27	30	33	36	39
<b>D GENERALLY REGULATED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	11	13	16	19	22	13	16	19	22	25	16	19	22	25	28	19	22	25	28	31	22	25	28	31	34	25	28	31	34	37	28	31	34	37	40
<b>E DIRECTED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	12	14	17	20	23	14	17	20	23	26	17	20	23	26	29	20	23	26	29	32	23	26	29	32	35	26	29	32	35	38	29	32	35	38	41
<b>F OPERATIONAL GUIDED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	13	15	18	21	24	15	18	21	24	27	18	21	24	27	30	21	24	27	30	33	24	27	30	33	36	27	30	33	36	39	30	33	36	39	42
<b>G OPERATIONAL GUIDED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	14	16	19	22	25	16	19	22	25	28	19	22	25	28	31	22	25	28	31	34	25	28	31	34	37	28	31	34	37	40	31	34	37	40	43
<b>H STRATEGICALLY GUIDED:</b> These jobs are subject to standard procedures and are subject to review by a supervisor. The higher the level of the job, the more the results are subject to review.	15	17	20	23	26	17	20	23	26	29	20	23	26	29	32	23	26	29	32	35	26	29	32	35	38	29	32	35	38	41	32	35	38	41	44

DEFINITION: Accountability is the responsibility for action and for the consequences thereof. It is the measurable effect of the job on end results. It has three dimensions in the following order of importance:

- Freedom to Act — The degree to which accountability for actions and decisions is granted to the individual.
- Job Impact on End Result — The degree of control the position has over the results of the job.
- Magnitude — The quantitative component for which the job is held accountable and usually is the degree to which the organization is affected by the achievement of the job result.

IMPACT: The degree of control exercised by the position over the magnitude of results for which the job is accountable.

A — Freedom: The degree of control over magnitude is indirect and external. Position has to review the processing or collection of information or provide services for use by others in achieving results.

C — Contingency: The degree of control over the magnitude is through the influence of others in achieving results.

S — Shared: The degree of control over the magnitude is direct and shared equally and jointly with other peer level positions.

P — Primary: The position has a controlling impact on end results of a given magnitude. It is the main position responsible for the results.



CHARACTERISTIC HAY PROFILES (PERCENTAGE OF KH - PS - AC)

% PS/KH	TO FIND PROFILE IN COLUMN BELOW THAT CORRESPONDS TO STEP DIFFERENCE BETWEEN AC & PS POINTS, READ PROFILE OPPOSITE % PS/KH																							
	ACCOUNTABILITY HIGHER THAN PROBLEM SOLVING						ACCOUNTABILITY LOWER THAN PROBLEM SOLVING																	
	4 UP	3 UP	2 UP	1 UP	LEVEL	1 DOWN	2 DOWN	3 DOWN	4 DOWN															
87%	28	28	45	32	27	41	33	29	38	35	30	35	38	33	29	40	34	28	41	38	23	42	37	21
78%	32	25	43	34	28	40	38	28	36	38	29	33	42	31	27	43	32	25	44	34	22	45	35	20
66%	38	23	41	38	24	38	40	28	34	42	27	31	44	28	28	45	28	28	46	31	23	47	32	21
57%	39	22	39	41	23	38	43	25	32	45	26	29	46	27	27	48	28	24	49	28	22	51	30	19
50%	42	21	37	44	22	34	46	23	31	48	24	28	50	25	25	52	26	22	53	27	20	55	27	18
43%	45	20	35	47	21	32	49	22	28	52	22	26	54	23	23	55	24	21	56	25	19	58	25	17
38%	49	19	32	51	19	30	53	20	27	55	21	24	56	22	22	58	22	19	60	23	17	62	23	15
33%	53	17	30	55	18	27	56	19	25	59	19	22	60	20	20	62	20	18	63	21	16	65	21	14
29%	56	16	28	58	17	25	60	17	23	62	18	20	64	18	18	65	19	16	66	19	15	68	19	13
25%	59	15	26	62	15	23	63	16	21	65	16	19	66	17	17	68	17	15	70	17	13	70	18	12
22%	62	14	24	65	14	21	66	15	19	68	15	17	70	15	15	72	15	13	72	16	12	74	16	10
19%	66	12	22	68	13	19	70	13	17	72	13	15	72	14	14	74	14	12	75	14	11	76	15	9
16%	69	11	20	70	12	18	72	12	16	74	12	14	76	12	12	76	13	11	77	13	10	79	13	8
14%	72	10	18	74	10	16	75	11	14	76	11	13	78	11	11	79	11	10	80	11	9	81	12	7
12%	75	9	16	76	9	15	77	10	13	79	10	11	80	10	10	81	10	9	82	10	8	83	11	6
10%	77	8	15	79	8	13	80	9	11	81	9	10	82	9	9	83	9	7	84	9	7	85	10	5



**MEASURING PROBLEM SOLVING.** A thinking requires the presence of knowledge in the form of facts, concepts, etc. This is the raw material from which the thinking process is applied.

Problem Solving measures the degree to which thinking processes must be applied to the required knowledge in order to obtain the result expected of the job.

To the extent that thinking is limited or reduced by job demands or structure, covered by procedure, amplified by definition, or assisted by others, Problem Solving is diminished. Problem Solving is measured on the basis of the application of these facts during the application of the thinking processes to knowledge.

**GUIDE CHART FOR EVALUATING PROBLEM SOLVING**

**DEFINITION:** Problem Solving measures the extent to which assistance or other work in terms of effective procedures and guidelines is available to the worker in order to respond to various situations. Problem Solving has two dimensions:

- **Thinking Latitude.** The extent to which assistance or guidance is available from others or from past practice and precedents.
- **Situational Challenges.** The nature of the problem encountered and the need to resolve the problem.

**A-B.** The nature of the problem Solving should be made without reference to the job's freedom to make solutions or take action, this is measured on the Accountability Chart

**EXCLUDED EMPLOYEES' HANDBOOK APPENDIX B**

STEP VALUES	•• SITUATIONAL CHALLENGES												
	1. REPETITIVE Identical situations requiring resolution by simple orders of known things	2. PATTERNED Similar situations requiring resolution by discriminating choice of known things	3. INTERPOLATIVE Diverse situations requiring search for solutions along one or more things	4. ADAPTIVE Variable situations requiring analytical, systematic, evaluation, creative construction	5. UNCHARTED Novel requirements requiring thinking skills and imaginative approaches	A	B	C	D	E	F	G	H
2432	10%	14%	18%	25%	33%	38%							
2112	12%	16%	22%	29%	38%	43%							
1800	14%	19%	25%	33%	43%	50%							
1600	16%	22%	29%	38%	50%	57%							
1500	19%	25%	33%	43%	57%	65%							
1250	22%	29%	38%	50%	65%	76%							
1050	25%	33%	43%	57%	76%	87%							
800	29%	38%	50%	65%	87%								
700	33%	43%	57%	76%									
508	38%	50%	65%										
460	43%	57%											
350	50%												
304	57%												
230	65%												
200	76%												
152	87%												
115													
100													
75													
50													
25													
10													
5													

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the 1990s, the number of people with diabetes has increased in all industrialized countries.

Diabetes is a chronic disease with a long asymptomatic period. The disease is characterized by hyperglycaemia, which is caused by an absolute or relative deficiency of insulin. The hyperglycaemia is associated with a number of complications, such as retinopathy, nephropathy, neuropathy, and cardiovascular disease. The complications are the main cause of morbidity and mortality in people with diabetes.

The aim of this paper is to describe the pathophysiology of diabetes and the complications.

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