

Date: September 9, 2004

To: Heads of Human Resources
Chiefs of Classification

**Subject : Financial Administration (FI)
Classification Standard
Nature of Impact Factor**

AMENDMENT TO MEMORANDUM OF AUGUST 17, 2004

This amendment to my memorandum of August 17, 2004 is provided to clarify the instructions related to the application of the *Nature of Impact* factor for the FI Classification Standard.

The classification standard came into effect in 1987 and the introduction of Operating Budgets became effective in April 1992.

This means that when completing the *Resources Susceptible to Influence – Worksheet* for the *Size and Nature of Resources* element, the dollar figures for salary expenditures would be included as part of Operating Expenditures for those positions that have an influence over such salary expenditures.

Information related to the increase in the implicit price index in the memorandum of August 17, 2004 is correct and is repeated here for confirmation:

The implicit price index for government current expenditures on goods and services rose by 15.4% since 1993.

The grid for the *Size and Nature of Resources* element of the *Nature of Impact Factor* should therefore be adjusted as follows:

- Degree 1: up to \$8.5 million
- Degree 2: over \$8.5 million to \$85 million
- Degree 3: over \$85 million to \$850 million
- Degree 4: over \$850 million to \$8.5 billion
- Degree 5: over \$8.5 billion

This adjustment is effective April 1, 2004. Because the grid for *Size and Nature of Resources* has not been updated for some time, it is recommended that you review all FI positions in your organization because they may be affected by these adjustments.

For further clarification on the application of this factor, please refer to the Notes to Raters in the classification standard.

If you have any questions on this matter, please contact Carol Woltman at (613) 946-6247 or Woltman.Carol@hrma-agrh.gc.ca.

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CLASSIFICATION STANDARD

FINNANCIAL ADMINISTRATION

**ADMINISTRATIVE AND FOREIGN SERVICE
CATEGORY**

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FINANCIAL ADMINISTRATION

**ADMINISTRATIVE AND FOREIGN SERVICE
CATEGORY**

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INTRODUCTION

The classification standard for the Financial Administration Group is a point-rating plan consisting of an introduction, definition of the Administrative and Foreign Service Category and the occupational group, rating scales and bench-mark position descriptions.

Point rating is an analytical, quantitative method of determining the relative values of jobs. Point-rating plans define characteristics or factors common to the jobs being evaluated, define degrees of each factor and allocate point values to each degree. The total value determined for each job is the sum of the point values assigned by the raters.

All methods of job evaluation require the exercise of judgment and the orderly collection and analysis of information in order that consistent judgments can be made. The point-rating method facilitates rational discussion and resolution of differences in determining the relative values of jobs.

Factors, Point Weighting and Distribution

The combined factors may not describe all aspects of jobs. They deal only with those characteristics that can be defined and distinguished and that are useful in determining the relative worth of jobs. Three factors are used in this plan.

The point weighting of each factor reflects its relative importance.

Rating Scales

In the rating plan the following factors, sub-factors, elements, weights and point values are used.

<u>Factor</u>	<u>Sub-factor</u>	<u>Element</u>	<u>Percentage of Total Points</u>	<u>Point Values</u>	
				<u>Minimum</u>	<u>Maximum</u>
Expertise	Financial Subject Matter Expertise	Breadth-Diversity of Expertise	30	45	300
		Depth-Intensity of Expertise			
	Managerial and Interpersonal Expertise	Managerial Expertise Interpersonal Expertise	10	20	100
Nature of Work		Requirement for independent action Intricacy of the work	30	50	300
Nature of impact		Level of influence Size and Nature of Resources	30	40	300
			100	155	1,000

Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of factors. Each description consists of a list of the principal duties and specifications describing the degree of each factor to which the position is rated. The bench-mark positions have been evaluated and the degree and point values assigned for each factor are shown in the specifications.

The rating scales identify the bench-mark position descriptions that exemplify each degree. These descriptions are an integral part of the point-rating plan and are used to ensure consistency in applying the rating scales.

Use of the Standard

There are six steps in the application of this classification standard.

1. The position description is studied to ensure understanding of the position as a whole. The relation of the position being rated to positions above and below it in the organization is also studied.
2. Allocation of the position to the category and the group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
3. Tentative degrees of each factor in the position being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the description of factors and the notes to raters.
4. The description of the factor in each of the bench-mark positions exemplifying the degree tentatively established is compared with the description of the factor in the position being rated. Comparisons are also made with descriptions of the factor in bench-mark positions for the degrees above and below the one tentatively established.
5. The point values for all factors are added to determine the tentative total point rating.
6. The position being rated is compared as a whole with positions to which similar total point values have been assigned, as a check on the validity of the total rating.

Determination of Levels

The ultimate objective of job evaluation is the determination of the relative values of jobs in each occupational group. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and will be assigned to the same level.

LEVEL AND LEVEL BOUNDARIES

<u>Points</u>		<u>Level</u>
Minimum	Maximum	
155	440	F1-1
441	575	FI -2
576	710	FI -3
711	1,000	FI -4

CATEGORY DEFINITION

Occupational categories were repealed by the Public Service Reform Act (PSRA), effective April 1, 1993. Therefore, the occupational category definitions have been deleted from the classification standards.

GROUP DEFINITION

For occupational group allocation, it is recommended that you use the [Occupational Group Definition Maps](#), which provide the 1999 group definition and their corresponding inclusion and exclusion statements. The maps explicitly link the relevant parts of the overall 1999 occupational group definition to each classification standard.

GLOSSARY OF TERMS

- Account - a record of the financial data pertaining to a specific asset, liability, income item, expense item, or net-worth item.
- Accounting - the principles or practices of systematically recording, presenting, and interpreting financial accounts.
- Activity - a significant grouping of associated financial administration responsibilities (e.g. 1. Financial Planning and Analysis, 2. Financial Policy and Systems Development and 3. Systems Operations and Services are each normally considered full activities).
- Planning and Analysis - This normally involves responsibility for such specialized areas as multi-year operational plans (MYOPs), estimates, budgets/work plans, variance analysis and advice on the financial implications of proposed policies, plans and projects.
 - Policy and Systems Development - This normally involves responsibility for such specialized areas as financial administration policy, accounting and control systems development, information systems development and training.
 - Systems Operations and Services - This normally involves responsibility for specialized areas related to expenditure and revenue accounting and control, financial reporting, information systems maintenance and operation.
- N.B. Significant groupings of responsibilities in other specialized areas such as Cost Accounting and other unique areas (principally these of central agencies and services) may also be considered full activities.
- Advance - a certificate of indebtedness, usually interest-free, held by the Government of Canada on an outside party for an unspecified period.
- Audit - an examination of evidential matter to determine the reliability of a record or assertion and/or to evaluate compliance with rules or policies or with conditions of an agreement.
- Budget - a detailed plan/estimate designed to determine the financial and other resources required to carry out the plans assigned to responsibility center managers, to obtain Treasury Board and parliamentary approval of departmental programs and resource requirements, and to provide a basis for budgetary control.
- Capital Expenditure - a charge authorized by a budgetary appropriation for construction or acquisition expenditures expected to yield long-term benefits. Capital expenditures normally include the construction or acquisition of items such as land, buildings, works, machinery and equipment.
- Cash Management - The policies, systems and practices designed to improve the government's cash flow, i.e., to maximize the amount and rate of cash coming in, to minimize the amount and rate of cash going out, and to make the best use of available cash balances.

- Classification - the allocation or grouping of items in accounts or statements according to a pattern.
- Commitment - an anticipated expenditure, evidenced by a contract or purchase order given to an outsider.
- Conditional Transfer Payments - a payment made to a recipient for a specified purpose which is subject to being accounted for and audited (Contribution).
- Cost Accounting - a system of recording, analyzing, and allocating production and distribution costs; the keeping of such records.
- Financial Management Systems - information systems that assist managers in accounting for operations, controlling assets and liabilities and maintaining accountability.
- Financial Planning - the process of planning, programming, and budgeting to determine the financial and other resources required to carry out the plans assigned to responsibility center managers, to obtain Treasury Board and parliamentary approval of departmental programs and resource requirements, and to provide a basis for budgetary control.
- Investment - an ownership interest acquired in an entity by providing equity capital.
- Loan - a certificate of indebtedness held by the Government of Canada on an outside party for a specific period, and usually interest bearing.
- Main Estimates - document tabled in February containing the government's expenditure plans for the coming fiscal year. Used to distinguish "Estimates" from "Supplementary Estimates".
- Multi-Year Operational Plan (MYOP) - a budgetary document through which departments and agencies propose levels of financial and person-year resources to carry out approved policies and programs over a three-year planning period.
- Operating Expenditure - a category of expenditure identifying mainly the administrative activities of the Government of Canada as an accounting entity. Operating expenditures normally exclude capital expenditures and transfer payments.
- Operational Plan - a schedule of the specific work that is to be done toward the achievement of objectives stated in a departmental or agency strategic plan.
- Public Accounts of Canada - the report of the Government of Canada prepared for each fiscal year by the Receiver General as required by Section 55 of the Financial Administration Act.
- Receivables - the total amounts which are due and payable for goods sold, services rendered, money loaned or any recoverable payments.

- Revenue (Non-Tax) - all receipts, other than tax-revenues, e.g., revenue received for the sale of commodities and services provided to the private sector.
- Revenue (Tax) - all receipts for taxes levied by government legislation, e.g., personal income taxes, customs and excise duties, etc.
- Revolving - a continuing or non-lapsing authorization to make payments out of the Consolidated Revenue Fund for working capital, capital acquisitions, and temporary financing of accumulated operating deficits.
- S. F. O. - Senior Financial Officer
- S. F. T. F. O. - Senior "Full-time" Financial Officer
- Supplementary Estimates - the additional spending proposals for the current fiscal year for unforeseen events which could not have been included in previous proposals.
- Unconditional Transfer Payments - a payment made to a recipient which is not subject to being accounted for or audited but for which eligibility and entitlement may be verified (Grant).
- Variance Analysis - a detailed examination of the differences between actual costs and expenditures versus-forecasted expenses.

POINT RATING PLANFirst Factor: EXPERTISE

This factor measures the knowledge and skill required to perform the duties of the position and is divided into two sub-factors:

- (a) Financial Subject Matter Expertise
- (b) Managerial and Interpersonal Expertise.

A. Financial Subject Matter Expertise

This sub-factor measures the specialized financial administration expertise and is comprised of two elements:

- (i) Breadth; and
- (ii) Depth

"Breadth - Diversity of Expertise" measures the degree of direct involvement within or across one or more financial administration activities.

"Depth - Intensity of Expertise" measures the degree of specialization.

B. Managerial and Interpersonal Expertise This sub-factor is comprised of two elements:

- (i) Managerial expertise
- (ii) Interpersonal expertise

"Managerial Expertise" measures the expertise required to harmonize and integrate to achieve goals through the efforts of others. It includes application of such managerial concepts as those required for organizing, policy making, long-range planning and financial operational management e.g. financial project management.

"Interpersonal Expertise" measures the expertise required to influence others.

Notes to Raters

1. There is a requirement for the existence of substantive duties in an activity area before they are recognized as an increase in breadth of expertise.
2. It must be recognized that as depth of specialization increases the opportunity for breadth of expertise decreases. This infers a limitation on breadth of expertise at the most intensive levels.
3. Attribution of the full range of financial administration to a position does not require responsibility for internal financial audit.
4. Refer to the "Glossary of terms " for the definition of "activity".

RATING SCALE - FIRST FACTOR - SUB-FACTOR FINANCIAL SUBJECT MATTER EXPERTISE

DEPTH - LEVELS OF INTENSITY OF SPECIALIZATION		BREADTH - DEGREES OF DIVERSITY OF EXPERTISE			
		FROM: <u>LIMITED</u> <u>(SPECIALISTS)</u>		TO: <u>DIVERSE</u> <u>(GENERALISTS)</u>	
		A (less than one activity)*	B (less than two activities)*	C (two or more activities but less than full range)*	D (full range of fin. activities)*
Fundamental specialized fin. knowledge: principles, practices and techniques specific to accounting, fin. control and/or fin. analysis.	1	45/ 32 Br. Cost & Budget Off.	90/	135/ 25 Reg. Fin. Svcs. Off. 27 Jr. Generalist	180/
	2	85/ 26 Regional Acct. Rec. & Credit Off. 28 Fin. Analyst 29 Budget Analyst	130/ 31 Fin. planning & analyses officer	175/ 19 Institution Fin. Advisor 22 Reg. Mgr. Financial Administration	220/
More intense expertise comprised of specialized financial knowledge and associated skills.	3	125/ 30 Accounting off. & Supp. Acc. Ops.	170/ 18 Senior Budget Analyst 21 Regional Accountant 24 Fin. Pol. & Sys. Officer	215/ 9 Reg. Mgr. Fin. & Adm. 14 Chief, Financial Services	260/ 6 Chief, Financial Administration
	4	165/ 20 Head Mgt. Reports 23 Fin. Sys. Anal.	210/ 10 Fin. Sys. Consultant 13 Chief, Bud. & Fin. Anal. 16 Sr. Fin. Pol. & Sys. Dev. Officer 17 Cost Acctg. Analyst	255/ 12 Asst. Dir. Fin. Mgt. Sys. and Services	300/ 1 Dir. Fin. Administration
Most advanced level/locus of deepest specialized expertise within a fin. activity.	5	205/ 15 Fin. Control Mgr.	250/ 2 Chief Int. Fin. Audit Analyst (Central agency) 4 Chief, C.A.I.S. 5 Chief, Cash Management 7 Chief, Financial Pol. and Systems 8 Chief, Fin. Plan. & Analysis 11 Dir. Fin. Syst. Ops. & Services		

*Refer to the "Glossary of terms" for the definition of "activity"

RATING SCALE - SUB-FACTOR - MANAGERIAL AND INTERPERSONAL EXPERTISE

		MANAGERIAL EXPERTISE			
INTERPERSONAL EXPERTISE		A	B	C	D
		An understanding of managerial concepts is required but little or no opportunities exist to apply them.	Some limited requirements exist to apply managerial concepts as in controlling and coordinating the assigned responsibilities within a minor organizational unit or when managing studies or projects.	Managerial concepts are applied for the control and coordination of all the assigned responsibilities within or across a major organizational unit such as a branch or a region; or for at least a single financial activity across a department; or a portion of a financial activity across a number of departments and agencies.	Managerial concepts are applied for the control and coordination of the full range of financial activities across a department or agency; or across all departments and agencies for at least one major financial administration activity.
Giving details; providing explanations; discussing.	1	20/ 27 Jr. Generalist 28 Fin. Analyst 29 Budget Analyst 32 Branch Cost & Budget Officer	40/ 21 Regional Accountant 23 Fin. Sys. Analyst 24 Fin. Pol. & Syst. Officer 30 Accounting Off. & Sup. Acc. Ops.	60/	
Providing advice or functional guidance ; obtaining agreement; providing central agencies with justification for departmental requirements.	2	30/ 26 Regional Acct. Rec. & Cr. Officer 31 Financial Planning and Analysis Officer	50/ 10 Fin. Sys. Consultant 16 Sr. Fin. Pol. & Sys. Dev. Off. 17 Cost Acctg. Analyst 18 Senior Budget Analyst 20 Head Mgt. Reports 25 Reg. Fin. Svcs. Officer	70/ 3 Analyst (Central Agency) 4 Chief, CATS 5 Chief, Cash Management 7 Chief, Financial Pol. & Systems 8 Chief, Fin. Plan. & Anal. 11 Dir. Fin. Syst. Ops. & Serv. 12 Asst. Dir. Fin. Mgt. Sys. & Serv. 13 Chief, Bud. & Fin. Anal. 14 Chief, Financial Services 15 Fin. Control Mgr. 19 Institution Fin. Advisor 22 Reg. Mgr. Financial Administration	90/
Persuading, motivating of other is of critical importance in achieving the goals of the position.	3		60/	80/ 2 Chief, Int. Fin. Audit 6 Chief, Financial Adm. 9 Reg. Mgr. Fin. & Admin.	100/ 1 Dir. Financial Administration

Second Factor: NATURE OF WORK

This factor measures the job in terms of its complexity and requirement for independent action and is comprised of two elements:

- (i) Intricacy of the Work; and
- (ii) Requirement for Independent Action.

"Intricacy of the Work" measures the relative complexity of the assigned responsibilities and the influence of the setting within which the position is located.

"Requirement for Independent Action" measures the degree of freedom to act within such constraints as supervision or direction, operating manuals, policies and regulations.

Notes to Raters

The following are some characteristics which may need to be considered in determining whether or not "influences of the setting" place additional demands on the position:

- (a) the nature and dispersion of the line organization, both in terms of geography and financial delegation, for which financial services are provided and the extent to which this increases or decreases the intricacy of financial work;
- (b) the type of organizational structure within which the financial duties are performed. The range might be from a centralized hierarchical line organization to a decentralized matrix functional organization.

RATING SCALE - SECOND FACTOR NATURE OF WORK

INTRICACY OF THE WORK		REQUIREMENT FOR INDEPENDENT ACTION				
		Action is constrained by established procedures and/or close supervision. A	B	Action is constrained by departmental policy, regulations and general direction of the supervisor. C	D	Action is constrained only by governmental policy, legislation, regulations and/or general direction. E
Work consists of relatively similar tasks and/or solutions of problems in familiar situations.	1	50/ 32 Branch Cost & Budget Officer	98/ 26 Reg. Acct. Rec. & Credit Officer 27 Jr. Generalist 30 Accounting Off. & Sup. Acc. Ops.	145/ 19 Institution Fin. Advisor 22 Reg. Mgr. Financial Administration 25 Reg. Fin. Svcs. Offr. 29 Budget Analyst	194/	
	2	88/ 31 Financial Planning & Analysis Officer	132/ 18 Senior Budget Analyst 21 Regional Accountant 24 Fin. Pol. & Syst. Officer 28 Fin. Analyst	179/ 13 Chief Bud. & Fin. Anal. 14 Chief, Financial Services 15 Fin. Control Mgr. 17 Cost Acctg. Analyst 20 Head Mgt. Reports 23 Fin. Sys. Analyst	225/ 5 Chief, Cash Management 11 Dir. Fin. Syst. Op. & Services 16 Sr. Fin. Pol. & Syst. Dev. Officer	275/
Work requires creative and innovative thinking in the development of new concepts and alternative strategies in the performance of complicated tasks and/or the solution of a variety of complex problems in diverse situations.	3		169/	212/ 4 Chief, CATS 6 Chief, Financial Administration 9 Reg. Mgr. Fin. & Admin.	256/ 7 Chief, Financial Pol. and Systems 8 Chief, Fin. Plan. & Analysis 10 Fin. Systems Consultant 12 Asst. Dir. Fin. Mgt. Sys. and Services	300/ 1 Dir. Financial Administration 2 Chief, Int. Fin. Audit 3 Analyst (Central Agency)

Third Factor: NATURE OF IMPACT

This factor measures the degree of influence of the position in terms of the relative size and nature of the resources that can be influenced either directly or indirectly, and its location in the organization. It is comprised of two elements:

- (i) Size and Nature of Resources; and
- (ii) Level of Influence.

"Size and Nature of Resources" measures the relative size of the portion of total annual expenditures and/or revenues which are influenced by a position.

"Level of Influence" measures the degree to which a position can influence implementation of its output/proposals in terms of the relationship of the position to the ultimate decision-maker for the organization, or organizational element.

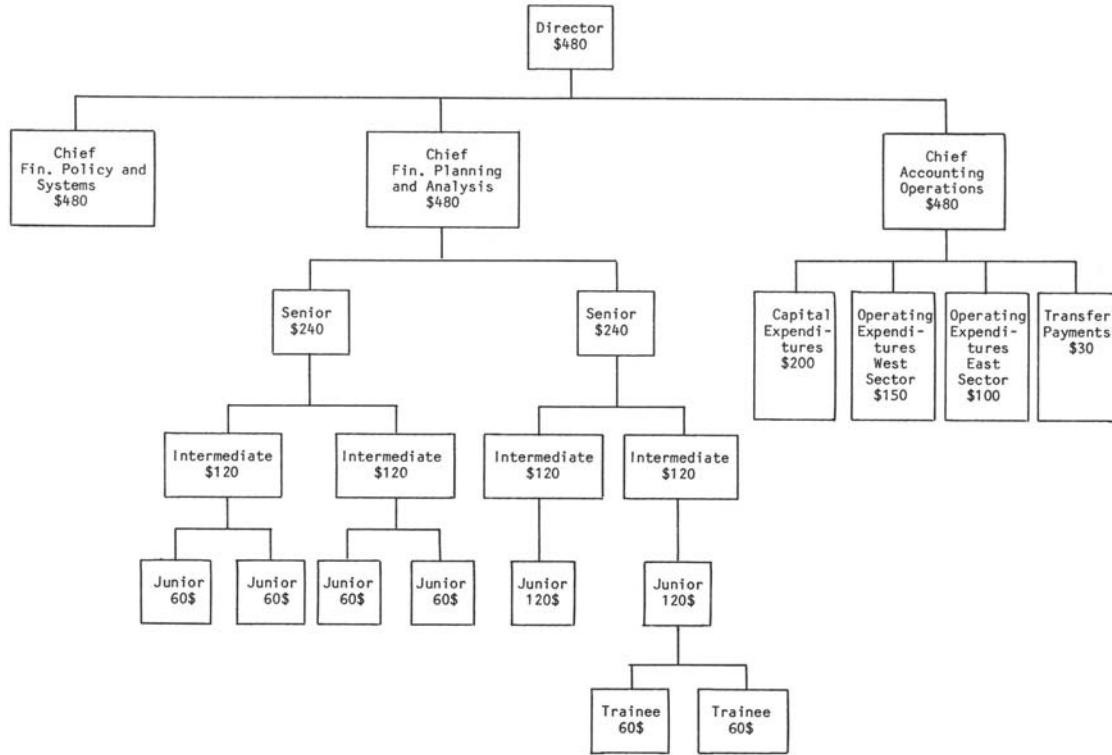
Notes to Raters

1. The relative size of the portion of total annual expenditures and/or revenues are determined by application of a "Susceptibility to Influence Weighted Factor". See page 16 (Resources Susceptible to Influence - Worksheet).
2. The grid has been developed on the basis of 1987 dollars. It is realized that over time the value of the dollar may change. Therefore, from time to time, the size of resources may need to be adjusted accordingly on direction of Treasury Board Secretariat.
3. When determining the level of influence of a position, normally only the departmental line organizational relationships is to be taken into consideration. The Level of Influence is greater when the position provides financial recommendations directly to the ultimate decision-maker for the organization/organizational element being supported. The level of influence of the position decreases in direct relation to the distance from the ultimate decision-maker based on organizational levels, e.g., in a department, the Deputy Head; in a Program or Branch, an ADM or equivalent; in a Region, a Regional Director General; in a District, a Director; in an institute (e.g. museum, penitentiary), a Director, warden or whoever is the effective line authority to make ultimate decisions for that organization.
4. Generalist positions that provide substantive, authoritative financial advice and/or services direct to management but only report to a manager functionally, should be allocated to D column, provided that all the following criteria are met:
 - (a) the advisory responsibilities or financial services provided must not only be clearly assigned and accepted in the position description, but also acknowledged in the performance evaluation report, both of which must be co-signed by the manager receiving the advice or the financial services, and by the line manager;
 - (b) direct advice and/or services must be provided on a continuing basis to the Head of a Branch/Program, region or major facility; it should not normally be applied to lower level or other type organizations;
 - (c) the breadth of expertise (financial subject matter expertise) has already been rated at degree C or D (two financial activities or more).

Subordinates, if any, of the above type positions should not be assessed accordingly but rather in accordance with guidelines set out in above note to raters #3.

5. The following principles illustrate how the size of the resources, influenced by a given position in different commonly found organizational structures, should be determined:
- (a) where a "pool" of similar positions exists at the same organizational level, and all share equal responsibility for influencing a given size of resources, those resources must be correspondingly apportioned by dividing by the number of positions in the pool;
 - (b) when positions are at the same organizational level but have different responsibilities, the size of resources influenced should not be reduced;
 - (c) when positions are at different organizational levels but have similar spans of responsibility (i.e. a "one-on-one" relationship exists), the size of resources influenced should not be reduced. However, the points assigned will be considerably reduced as a result of diminished levels of influence (the other dimension of the grid);
 - (d) see scenarios on page 15 for the determination of size of resources.

ORGANIZATIONAL SCENARIOS FOR DETERMINATION OF SIZE OF RESOURCES



RESOURCES SUSCEPTIBLE TO INFLUENCE – WORKSHEET

I. Position No.

II. Title:

III. Pool (Yes/No) Total size of pool

IV. Reports to:

RESOURCE SUB-DIVISION	WEIGHTING FACTOR	BUDGET AMOUNT (in millions of dollars)	WEIGHTED AMOUNT (in millions of dollars)
A. Direct (1)			
1. Own Budget	@ 1.0	_____	_____
<u>OR</u>			
B. Indirect (1)			
1. Operating expenditures (2)	@ 0.75	_____	_____
2. Revolving Fund:			
a. Operating Expenditures	@ 0.75	_____	_____
b. Revenue	@ 0.75	_____	_____
3. Capital expenditures	@ 0.75	_____	_____
4. Conditional Transfer Payments	@ 0.50	_____	_____
5. Non-Tax Revenue (2)	@ 0.75	_____	_____
6. Loans, Investments & Advances	@ 0.35	_____	_____
7. Unconditional Transfer Payments (3)	@ 0.01	_____	_____
8. Tax Revenue	@ 0.01	_____	_____
C. TOTALS		_____	_____
D. Net Value of "Susceptible Resources"			
<u>Total Weighted Amount</u>		= _____	= \$ _____ million
Size of Pool (from III above)			

Notes:

- (1) Use Direct or Indirect whichever is larger but not both.
- (2) Excludes Revolving Fund under B2.
- (3) Includes internal transfer such as Public Service, Canadian Forces and RCMP Superannuation payments, etc. as well as transfers to other levels of government and private sector organizations.

RATING SCALE - THIRD FACTOR - NATURE OF IMPACT

SIZE AND NATURE OF RESOURCES (WEIGHTED DOLLARS)		LEVEL OF INFLUENCE				
		Position provides financial recommendations through four or more organizational levels to the ultimate decision-maker. A	Position provides financial recommendations through three organizational levels. B	Position provides financial recommendations through two organizational levels. C	Position provides financial recommendations through one organizational level. D	Position provides financial recommendations directly to the ultimate decision-maker for the organization/ organizational element. E
Up to \$6 Million	1	40/ A	65/ 32 Branch Cost & Budget Officer	90/ 31 Fin. Planning & Analysis Officer	115/ 25 Reg. Fin. Svcs. Off.	140/ 22 Reg. Mgr. Finance
OVER \$6 Million to \$60 Million	2	80/ 30 Accounting Off. & Sup. Acc. Ops.	105/ 23 Fin. Sys. Analyst 29 Budget Analyst	130/ 12 Asst. Dir. Fin. Mgt., Syst. & Services 16 Sr. Fin. Pol. & Sys. Dev. Offr. 24 Fin. Pol. & Sys. Off.	155/ 19 Institution Fin. Advisor	180/ E
OVER \$60 Million to \$600 Million	3	120/ A	145/ 17 Cost Acctg. Analyst 20 Head Mgt. Reports 27 Jr. Generalist	170/ 7 Chief, Financial Pol. & Systems 8 Chief Fin. Plan. & Anal. 11 Dir. Fin. Syst. Op. & Services	195/ 1 Dir. Fin. Adm. 2 Chief, Int. Fin. Audit 6 Chief, Fin. Adm. 14 Chief, Fin. Serv. 15 Fin. Control Mgr. 18 Sr. Budget Analyst 21 Regional Accountant 26 Reg. Acct. Rec. & Credit Off.	220/ 9 Reg. Mgr. Fin. & Admin.
OVER \$600 Million to \$6 Billion	4	160/ 28 Fin. Analyst	185/ 3 Analyst (Central Agency)	210/ 5 Chief, Cash Management	235/ 13 Chief, Bud. & Fin. Analysis	260/ E
OVER \$6 Billion	5	200/ 10 Fin. Sys. Consultant	225/ 4 Chief, CATS	250/ C	275/ D	300/ E

BENCH-MARK INDEX

B. M.	TITLE	EXPERTISE		NATURE OF WORK	NATURE OF IMPACT	TOTAL	LEVEL
		<u>FIN. /EXP.</u> <u>/M. I. EXP.</u>					
1	Director, Fin. Administration	D4/300	D3/100	E3/300	D3/195	895	4
2	Chief, Internal Fin. Audit	135/250	C3/ 80	E3/300	D3/195	825	4
3	Analyst (Central Agency)	135/250	C2/ 70	E3/300	B4/185	805	4
4	Chief, Central Agencies Inf. Sys.	135/250	C2/ 70	C3/212	B5/225	757	4
5	Chief, Cash Management	85/250	C2/ 70	D2/225	C4/210	755	4
6	Chief, Fin. Administration	D3/260	C3/ 80	C3/212	D3/195	747	4
7	Chief, Fin. Policy and Systems	135/250	C2/ 70	D3/256	C3/170	746	4
8	Chief, Fin. Planning & Analysis	135/250	C2/ 70	D3/256	C3/170	746	4
9	Reg. Man., Finance & Admin.	C3/215	C3/ 80	C3/212	E3/220	727	4
10	Financial Systems Consultant	134/210	B2/ 50	D3/256	A5/200	716	4
11	Director, Fin. Syst. Op. & Serv.	135/250	C2/ 70	D2/225	C3/170	715	4
12	Asst. Dir., Fin. Man., Syst. & Serv.	C4/255	C2/ 70	D3/256	C2/130	711	4
13	Chief, Budg. & Fin. Anal.	84/210	C2/ 70	C2/179	D4/235	694	3
14	Branch Chief, Financial Serv.	C3/215	C2/ 70	C2/179	D3/195	659	3
15	Financial Control Manager	A5/205	C2/ 70	C2/179	D3/195	649	3
16	Senior Financial Pol. and Syst. Development Officer	B4/210	B2/ 50	D2/225	C2/130	615	3
17	Cost Accounting Analyst	134/210	B2/ 50	C2/179	B3/145	584	3
18	Senior Budget Analyst	B3/170	B2/ 50	B2/132	D3/195	547	2
19	Institution Financial Advisor	C2/175	C2/ 70	C1/145	D2/155	545	2
20	Head, Management Reports & Analysis	A4/165	B2/ 50	C2/179	133/145	539	2
21	Regional Accountant	133/170	131/ 40	132/132	D3/195	537	2
22	Reg. Man., Financial Admin.	C2/175	C2/ 70	C1/145	E1/140	530	2
23	Financial Systems Analyst	A4/165	131/ 40	C2/179	132/105	489	2
24	Financial Policy & Systems Officer	133/170	131/ 40	B2/132	C2/130	472	2
25	Reg. Fin. Services Officer	C1/135	B2/ 50	C1/145	D1/115	445	2
26	Reg. Accounts Receivable & Credit Officer	A2/ 85	A2/ 30	131/ 98	D3/195	408	1
27	Junior Generalist/Project Officer	C1/135	A1/ 20	131/ 98	133/145	398	1
28	Financial Analyst	A2/ 85	A1/ 20	132/132	A4/160	397	1
29	Budget Analyst	A2/ 85	A1/ 20	C1/145	82/105	355	1
30	Accounting Officer & Super. Accounting Operations	A3/125	131/ 40	131/ 98	A2/ 80	343	1
31	Financial Planning and Analysis Officer	132/130	A2/ 30	A2/ 88	C1/ 90	328	1
32	Branch Cost and Budget Officer	A1/ 45	A1/ 20	A1/ 50	131/ 65	180	1

BENCH-MARKS LISTED BY ACTIVITIES AND ORGANIZATIONS

<u>DEPARTMENTAL HEADQUARTERS:</u>	<u>BENCH-MARK #</u>
Management of the Function Director, Financial Administration	1
Financial Planning and Analysis Chief, Financial Planning and Analysis Budget Analyst	8 29
Financial Policy and Systems Chief, Financial Policy & Systems Asst. Dir. Financial Management, Systems and Services Senior Financial Policy & Systems Development Officer Financial Systems Analyst	7 12 16 23
Financial Systems Operations and Services Director - Financial Systems Operations and Services Accounting Officer and Supervisor Acc. Ops.	11 30
Audit Chief, Internal Financial Audit	2
<u>PROGRAM/BRANCH HEADQUARTERS:</u>	
Management of the Function Chief, Financial Administration Chief, Financial Services	6 14
Financial Planning and Analysis Chief, Budgets and Financial Analysis Cost and Budget Officer	13 32
Financial Policy and Systems Financial Policy and Systems Officer	24
<u>REGIONAL LEVEL:</u>	
Management of the Function Manager, Finance and Administration Manager, Financial Administration Financial Services Officer	9 22 25
Financial Planning and Analysis Senior Budget Analyst Financial Planning and Analysis Officer	18 31
Accounting Services Accountant Regional Accounts Receivable and Credit Officer	21 26
<u>GOVERNMENT SERVICES AND CENTRAL AGENCIES</u>	
Analyst (Central Agency) Chief, Central Agencies Information Systems Financial Systems Consultant Financial Analyst	3 4 10 28
<u>OTHER ACTIVITIES OR ORGANIZATIONS</u>	
Chief, Cash Management Financial Control Manager Cost Accounting Analyst Institution Financial Advisor Head, Management Reports and Analysis Junior Generalist	5 15 17 19 20 27

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level: 4

Descriptive Title: Director, Financial Administration

Point Rating: 895

Reports to: ADM, Administration (EX3)

Duties

1. Plans, organizes and directs the financial expenditure and cost recovery programs of the department and associated agencies reporting to the Minister;
2. advises on financial policies, practices and management information systems and the financial implications of proposed changes in programs and operations; and
3. promotes acceptance of accounting practices, systems and procedures in the department and agencies such as the implementation of an audit program.

Organization

The position is in a small department and is one of nine reporting directly to the ADM, Administration (SFO) who reports to senior line manager. Three positions report to this one - Head, Financial Planning and Forecasting, with a staff of one officer and two clerks; Head, Accounting Services, with a staff of one officer and thirteen Clerks; and a Systems and Procedures Officer, with no staff.

Degree/
PointsSpecificationsA. Expertise1. Financial

D4 / 300

This is the department's senior 'full-time' financial officer position. As such is the department's deepest generalist responsible for the full range of financial administration activities. (Planning and Analysis, Policy and Systems Development, Systems Operations and Services).

2. Managerial and Interpersonal

D3 / 100

Responsible for management of all financial administration activities across the department. In achieving the goals of the position persuading, influencing and motivating others is of critical importance.

B. Nature of Work

E3 / 300

Independent action by the SFTFO is constrained only by policy, legislation, regulations. The development and recommendation of financial systems require innovative and creative thinking.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level, Assistant Deputy Minister-Administration.

2. Resources: Weighted Amount \$106.1M (B-1 = \$74.9M, B-3 = \$4.5M, B-4 = \$26.7M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 2

Level: 4

Descriptive Title: Chief, Internal Financial Audit

Point Rating: 825

Reports to: Director General, Audit and Evaluation

Duties

1. Plans, develops and directs the implementation of the department's internal financial audit program;
2. Evaluates and reports on the adequacy of departmental financial control practices; and
3. Coordinates departmental responses to the reports of the Auditor General and to other reports.

Organization

The position is in a departmental corporate headquarters of a decentralized department which is organized into four branches each exercising considerable delegated financial authority. Other positions reporting to the Director General, Audit and Evaluation are: Chief, Program Evaluation, Chief, Personnel Audit, Chief, Material Audit, Chief, Operational Audit and Chief, EDP Audit. Reporting to this position are two internal financial auditors (FI positions). It also provides functional direction to five regional auditors.

SpecificationsDegree/
PointsA. Expertise1. Financial

B5 / 250

This is the department's 'deepest' specialist responsible for internal financial audit.

2. Managerial and Interpersonal

C3 / 80

The position is responsible for a single financial administration activity across the department. In achieving the goals of the position, persuading, influencing and motivating senior management is of critical importance to ensure that corrective actions are taken as stated in the departmental responses to audit reports.

B. Nature of Work

E3 / 300

Independent action is constrained only by policy, legislation and regulations. The work requires the development of new concepts and alternative strategies when directing the department's internal financial audit program.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level, Director General, Audit and Evaluation.2. Resources: Weighted Amount \$201.4M (B-1 = \$172.5M, B-3 = \$22.5M, B-5 = \$6M, B-7 = \$.4M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 3

Level: 4

Descriptive Title: Analyst (Central Agency)

Point Rating: 805

Reports to: Director, Financial and Operational Management (EX-2)

Duties

1. Formulates proposals for new and develops revisions to existing government regulations, policies and guidelines pertaining to financial and operational management (FOM) practices and systems;
2. Provides consultative and advisory services to ensure understanding, acceptance and uniform implementation of new/ revised FOM policies;
3. Conducts continuing government-wide programs to evaluate the viability and effectiveness of FOM practices, policies and systems and compliance with and implementation of Treasury Board FOM policies by departments and agencies;
4. Plans and coordinates aspects of professional development for the financial community; and
5. Plans and co-ordinates work of assigned staff from both own and other departmental sources.

Organization

Position is located in a central agency pool of 22 SM's and FI's and reports through one of eight branch directors. No subordinate positions report on a full-time basis (project matrix).

SpecificationsDegree/
PointsA. Expertise1. Financial

B5 / 250

'Professional specialist' analyst working in one full central agency financial administration activity i.e., policy development. Senior analyst positions which are part of the same team are classified in the Management Category and provide no direction to this position.

2. Managerial and Interpersonal

C2 / 70

Managerial responsibility requires the planning and coordination of assigned responsibilities within a single financial administration activity across all departments and agencies. Performing the duties involves interaction with others and the need to persuade and influence when providing consultative services to departments and agencies.

B. Nature of Work

E3 / 300

Requirement for independent action is broad, constrained only by policy, legislation, regulation and general direction. Most intricate work requiring creative and innovative thinking in the development of new concepts and alternative strategies in the performance of complicated tasks.

C. Nature of Impact

B4 / 185

1. Influence: Recommends through three organizational levels.

2. Resources: Weighted Amount Approx. \$1.5 billion (B-1 = \$18,871.2M, B-3 = \$3,836.4M, B-4 = \$10,981.7M, B-7 = \$219.611 = \$33,908.9/22).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 4	Level: 4
Descriptive Title: Chief, Central Agencies Information System	Point Rating: 757
Reports to: Director, Central Accounting and Control (EX-1)	

Duties

1. Directs design, development and control of a comprehensive (computer-oriented) system of classification of accounts;
2. directs design, preparation and production of special accounting reports required by Central Agencies; and
3. directs reconciliation of balances in reciprocal accounts in Central and departmental systems.

Organization

Position is in a Federal Government Central Service. Two other positions reporting to the Director are - Chief, Central Accounts and Chief, Consolidated Revenue Fund Operations. Reporting to this position are - Account Verification and Reconciliation Officer and five Finance Clerks; Systems Maintenance and Specifications Officer with a staff of seven Officers and Systems Development & Liaison Officer with a staff of six Officers and one Finance Clerk.

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u> Deepest departmental "technical specialist" responsible for a single central service financial activity, i.e. classification of accounts.	B5 / 250
2. <u>Managerial and Interpersonal</u> Managerial responsibility requires the control and coordination of one financial administration activity in one central service. Interaction with others is required when negotiating the acceptance and implementation of changes where other jurisdictions are involved.	C2 / 70
B. <u>Nature of Work</u> The requirement for independent action is relatively constrained by departmental and central agency policy and standards and by the Director. The work requires creative and innovative thinking in the development of a comprehensive (computer-oriented) system of classification of accounts.	C3 / 212
C. <u>Nature of Impact</u> 1. <u>Influence</u> : Recommends through three organizational levels. 2. <u>Resources</u> : Weighted Amount Approx. \$33.9 billions (B-1 = \$18,871.2M, B-3 = \$3,836.4M, B-4 = \$10,981.7M, B-7 = \$219.6M).	B5 / 225

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level: 4

Descriptive Title: Chief, Cash Management

Point Rating: 755

Reports to: Director, Financial Administration

Duties

1. Analyses departmental cash flows (receipts and disbursements) to ensure that policies, systems and practices reflect appropriate timing of disbursements and prompt collection of receipts;
2. monitors and controls the operation of cash management practices, and identifies relevant cash management techniques to be applied;
3. defines credit policies, develops collective methods, monitors collection performance of accounts receivable, and handles cash receipts;
4. recommends terms and conditions for payments (grants, contributions, contracts);
5. monitors spending trends to identify spending in advance of need (e.g. inventory build-up, year-end spending, advance payments); and
6. provides functional guidance on cash management to regional officers.

Organization

Position is in departmental corporate headquarters. It is one of four reporting to the Director, Financial Administration. Other positions reporting to the Director are: Chief Financial Planning and Analysis; Chief Accounting Operations; and Chief Financial Policy and Systems. One Credit and Collection officer and one cashier (clerk) reports to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

B5 / 250

This is the department's senior (deepest) specialist responsible for a full activity - cash management because the position reports directly to the Director, Financial Administration.

2. Managerial and Interpersonal

C2 / 70

Managerial responsibility requires the control and coordination of a single financial administration activity for the department. The position requires to provide functional guidance to regions.

B. Nature of Work

D2 / 225

Requirement for independent action is constrained by policy, legislation and regulations and general direction from the Director, Financial Administration (SF0). The work consists of monitoring and controlling the operation of cash management practices and identifying relevant cash management techniques to be applied when problems occur.

C. Nature of Impact

C4 / 210

1. Influence: Recommends through two organizational levels.

2. Resources: Weighted Amount Approx. \$2.7 billion (B-1a = \$661M, B-1b = \$89M, B-2a = \$1.124M, B-2b = \$677M, B-3 = \$150M, B-5 = \$43M, B-6 = \$22M)

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 6

Level: 4

Descriptive Title: Chief, Financial Administration

Point Rating: 747

Reports to: Director of Finance and Administration (SM)

Duties

1. Directs and coordinates all aspects of accounting and financial management within the Branch;
2. directs and coordinates the financial aspects of the Branch's cost recovery program;
3. provides functional direction to all Regional and Directorate financial personnel;
4. directs and coordinates the resource utilization reporting functions and controls financial management information systems.

Organization

The position, SFTF0, is in a departmental branch headquarters. Three other positions report to the Director, Finance and Administration (SFO): Chief, General Administration; Chief, Library Services; Chief, Material Management. Reporting to this position are: Head, Accounting Operations with a staff of two officers and seven clerks; Head, Financial Policy and Systems with one officer; Head, Financial Planning and Analysis, with a staff of three officers.

SpecificationsDegree/
PointsA. Expertise1. Financial

D3 / 260

Branch SFTF0 with responsibility for all financial administration activities including policy formulation.

2. Managerial and Interpersonal

C3 / 80

Managerial responsibility requires the planning and coordinating of all the financial administration activities across the Branch. Because of the level of responsibility within the Branch, the work requires to persuade managers of the best way to reduce costs to meet budgetary cuts.

B. Nature of Work

C3 / 212

The requirement for independent action is constrained by departmental and central agency policy and standards and by general direction from the Director. The development of financial systems requires creative and innovative thinking.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount Approx. \$173. M (B-1 = \$153. 7M, B-3 = \$17. 3M, B-5 = \$1. 8M).

7.1

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 7

Level: 4

Descriptive Title: Chief, Financial Policy and Systems

Point Rating: 746

Reports to: Director, Financial Administration (EX-1)

Duties

Directs the design, development and maintenance of financial policies and systems as well as integrated operational and financial planning and control processes and systems which link plans and results.

Organization

The position is in the corporate headquarters of a large department. Four other positions reporting to the Director, Financial Administration (SF0) are - Chief, Accounting Services, with a staff of two officers and 11 clerks; Chief, Planning and control, with a staff of eight officers and one clerk; Planning Officer, with no staff and Associate Chief of Accounting Services, with no staff. Six Policy and Systems Officers report to this position.

Specifications

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	B5 / 250
A Senior 'corporate' specialist responsible for one financial activity (Financial Policy and Systems).	
2. <u>Managerial and Interpersonal</u>	C2 / 70
Managerial responsibility requires the control and coordination of a single departmental financial activity. Performing the duties requires significant interaction when providing advice to line managers.	
B. <u>Nature of Work</u>	D3 / 256
Requirement for independent action is constrained by policy, regulations, and direction of the Director, Finance Branch. Policy and systems development requires creative and innovative thinking.	
C. <u>Nature of Impact</u>	C3 / 170
1. <u>Influence</u> : Recommends through two organizational levels.	
2. <u>Resources</u> : Weighted Amount \$182.8M (B-1 = \$102M, B-3 = \$3.3M, B-4 = \$49M, B-5 = \$28.5M).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 8

Level: 4

Descriptive Title: Chief, Financial Planning and Analysis

Point Rating: 746

Reports to: Director, Financial Administration (EX-1)

Duties

1. Directs development of the departmental financial planning policy framework and processes for preparation of spring and fall reviews of the Operational Plan, Estimates, analysis of costs by programs;
2. directs implementation of the annual financial planning, budget preparation and review processes;
3. provides advice and guidance on control and management of allocated resources (funds and person-years); and
4. directs preparation, review and submission to Treasury Board of departmental revenue and expenditure forecasts.

Organization

The position is in a departmental corporate headquarters. Financial recommendations are made to the Director Financial Administration. Other positions reporting to the Director (SF0) are Chief, Financial Policy and Systems and Chief, Accounting Operations. Two officers report to this position - Head, Financial Planning, with a staff of four officers and one clerk and Head, Report Preparation, also with a staff of four officers and one clerk.

<u>Specifications</u>	<u>Degree/Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u> This is the department's senior (deepest) specialist responsible for financial planning and analysis.	B5 / 250
2. <u>Managerial and Interpersonal</u> Manages a departmental financial administration activity. Consults and negotiates all Operational Plans, Main and Supplementary Estimates with Treasury Board.	C2 / 70
B. <u>Nature of Work</u>	D3 / 256
Independent action is constrained within fairly broad policy, legislation and regulations. The work requires directing the development and review of policies and procedures for the preparation and submission of the Operational Plan, Estimates and Budgets.	
C. <u>Nature of Impact</u>	C3 / 170
1. <u>Influence</u> : Recommends through two organizational levels.	
2. <u>Resources</u> : Weighted Amount \$201.4M (B-1 = \$172.5M, B-3 = \$22.5M, B-5 = \$6M, B-7 = \$.4M).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 9

Level: 4

Descriptive Title: Regional Manager, Finance and Administration

Point Rating: 727

Reports to: Regional Director (EX-3)

Duties

1. Plans, organizes, directs and controls financial administration systems throughout the Region;
2. plans, directs and controls, preparation of Region's program forecast, estimates and annual capital, operating and revenues budgets;
3. provides revenue and expenditure accounting services to Regional Headquarters and functional direction to District accounts and administration staff;
4. plans, directs development, establishment and operation of Regional budgetary control and financial performance reporting systems;
5. manages a Regional Records Office; and
6. manages regional systems for procurement of goods and service, contract administration and asset control.

Organization

The position is in the Branch Regional Headquarters. Position is one of six reporting directly to the Regional Director. Four "financial" officers, four "other" officers and 19 support staff report to this position.

Justification of Group Allocation

A highly specialized knowledge in finance is required to perform the main activities of the position. Financial decisions will impact on Branch Regional Program Objectives. The position uses the specialized knowledge of subordinates in the management of a Records Office and the procurement of goods and services.

SpecificationsDegree/
PointsA. Expertise1. Financial

C3 / 215

Branch regional SFO position with responsibility for most core financial administration activities with the exception of financial policy development for which he receives direction from Branch Headquarters.

2. Managerial and Interpersonal

C3 / 80

A branch regional SFO manages all delegated financial administration activities throughout the Region. In achieving the goals of the position, persuading, influencing and motivating others is of critical importance.

B. Nature of Work

C3 / 212

Independent action is constrained by departmental and branch policy and regulations as well as central agency policy and legislation. The work of the branch regional SFO requires finding solutions to a variety of complex problems in diverse situations.

C. Nature of Impact

E3 / 220

1. Influence: Recommends directly to Regional Director.

2. Resources: Weighted Amount Approx. \$91M (B-1 = \$67.72M, B-3 = \$23.37M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 10

Level: 4

Descriptive Title: Financial Systems Consultant

Point Rating: 716

Reports to: Assistant Director, Financial and Accounting Consulting Division (SM)

Duties

1. Provides consulting services to federal departments/agencies/crown corporations on financial management, on a project basis or as a team member; and
2. conducts research on financial management theory and practices.

Organization

Position is located in a Federal Government Central Service and is one in a pool of four reporting to the Assistant Director. There are no subordinate positions reporting to this position, but the work may require the organization and direction of project teams seconded from the staff of client departments or agencies.

SpecificationsDegree/
PointsA. Expertise1. Financial

B4 / 210

A central service single activity specialist (financial systems). The supervisor is the deepest specialist.

2. Managerial and Interpersonal

B2 / 50

The provision of financial systems consulting services requires an understanding of managerial concepts when planning, organizing and directing studies. Performance of the duties involves interaction with people in all federal departments, agencies and crown corporations and involves the need to obtain agreement for additional personnel and other resources with departmental or agency officials.

B. Nature of Work

D3 / 256

Requirement for independent action is relatively broad, constrained only by central agency policy, legislation and regulations and direction provided by the supervisor. Intricate work requires creative and innovative thinking in the development of systems and procedures.

C. Nature of Impact

A5 / 200

1. Influence: Recommends through four organizational levels.
2. Resources: Weighted Amount \$8.5 billions (B-1 = \$18871.2M, B-3 = \$3836.4M, B-4 = \$10981.7M, B-7 = \$219.6M = \$33,908.9/4).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 11

Level: 4

Descriptive Title: Director, Financial Systems
Operations and Services

Point Rating: 715

Reports to: Departmental Comptroller (EX 1)

Duties

1. Directs the implementation, maintenance and evaluation of departmental accounting, financial reporting and financial control policies, systems and procedures;
2. directs the preparation of financial management and accounting reports; and
3. provides advice and guidance to management on all matters pertaining to accounting, financial reporting and financial control.

Organization

The position is in a departmental corporate headquarters. Two other positions report directly to the Comptroller - Director, Financial Policy and Systems Development and Director, Financial Planning and Analysis. Subordinates reporting to the position are - Chief, Financial Reporting with a staff of two Officers and two Clerks and Chief_ Accounting and Control with a staff of two officers and two Clerks.

SpecificationsDegree/
PointsA. Expertise1. Financial

B5 / 250

The 'deepest' corporate specialist responsible for corporate accounting .

2. Managerial and Interpersonal

C2 / 70

Manages the departmental accounting activity. Interaction with others requires persuading and influencing when providing functional direction to the regional financial staff.

B. Nature of Work

D2 / 225

Requirement for independent action is constrained by policy, legislation and regulations. As the corporate specialist in accounting, finds solutions to operational problems and refers requests for systems design or modifications to the Director, Financial Policy and Systems Development.

C. Nature of Impact

C3 / 170

1. Influence: Recommends through two organizational levels.

2. Resources: Weighted Amount Approx. \$256M (B-1 = \$198.75M, B-3 = \$52.5M, B-4 = \$1.25M, B-5 = \$3.75M, B-7 = \$.02M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 12

Level: 4

Descriptive Title: Assistant Director, Financial
Management, Systems and Services

Point Rating: 711

Reports to: Director, Financial Administration Branch (EX-1)

Duties

1. Directs the evaluation, development and operations of departmental accounting, financial reporting and financial policies and systems;
2. plans and directs the development, implementation, communication, review and maintenance of policies, systems and procedures related to financial management and operational and financial planning;
3. directs the audit of the departments' Contribution Programs and operation of the Internal Review procedures; and
4. directs the operation of the department's Contract Administration.

Organization

Position is in a departmental corporate headquarters and is one of five positions reporting to the Director, Financial Administration. Others are - Assistant Director, Planning & Analysis; Admin. Officer; Special Assistant; and Chief of Compensation. Reporting to this position are a Chief, Financial Policy & Systems Development and a Chief, Accounting Operations, each of which is a "deepest" specialist.

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	C4 / 255
This is the department's senior deepest generalist responsible for two full financial activities (financial policy and systems development; and accounting operations).	
2. <u>Managerial and Interpersonal</u>	C2 / 70
Managerial responsibility requires the control and coordination of two financial administration activities within the department. Performing the duties involves considerable interaction with others and the need to persuade and influence is required when providing advice and guidance to senior management on proposed and existing contracts.	
B. <u>Nature of Work</u>	D3 / 256
Independent action is relatively broad but constrained by central agency policy, regulations and legislation and general direction provided by the Director. Policy and systems development requires creative and innovative thinking.	
C. <u>Nature of Impact</u>	C2 / 130
1. <u>Influence</u> : Recommends through two organizational levels.	
2. <u>Resources</u> : Weighted Amount Approx. \$35M (B-1 = \$27M, B-4 = \$5.3M, B-5 = \$.5M, B-6 = \$1.5M, B-7 = \$.7M).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 13

Level: 3

Descriptive Title: Chief, Budgets and Financial Analysis

Point Rating: 694

Reports to: Branch Director, Financial Administration (EX-1)

Duties

1. Directs the financial planning and implementation for Spring and Fall Reviews of the Operational Plan, Main and Supplementary Estimates, operating and capital budgets, person-years requirements and analysis of expenditures;
2. advises on the financial implications of programs, other expenditure proposals and of cost recovery rates;
3. directs the preparation, review and submission of Branch revenue and expenditure forecasts;
4. provides functional direction and guidance to five Regional Managers, five Regional Budget Analysts and others; and
5. provides training to line management, regional financial analysts and other support staff.

Organization

The position is in a branch headquarters of a large department. Two other officers reporting directly to the Director are - Chief, Cost Accounting and Chief, Material Management. Subordinates reporting to this position are a Financial Analyst with a staff of three; Financial Planning Officer with a staff of two; Senior Analyst with one assistant; Financial Analyst with one clerk; a Financial Analysis Clerk and a Secretary.

SpecificationsDegree/
PointsA. Expertise

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. <u>Financial</u> | B4 / 210 |
| Program Branch, single activity senior specialist i.e. budget and financial analysis. | |
| 2. <u>Managerial and Interpersonal</u> | C2 / 70 |
| Managerial responsibility requires the control and coordination of a single financial administration activity in support of a Branch. Performing the duties requires interaction with others when defending the Branch's request for funds at Treasury Board. | |

B. Nature of Work

C2 / 179

Independent action is constrained by departmental policies, legislation, regulations and the Branch Director, Financial Administration. Work requires to review and recommend policies, procedures, directives and guidelines.

C. Nature of Impact

D4 / 235

1. Influence: Recommends through one organizational level.
2. Resources: Weighted Amount \$642.9M (B-1 = \$317.8M, B-3 = \$305.8M, B-4 = \$.3M, B-5 = \$19M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 14

Level: 3

Descriptive Title: Branch Chief, Financial Services

Point Rating: 659

Reports to: Director, Finance and Administration (SM)

Duties

1. Advises on:
 - financial implications of new or changing programs;
 - financial trends and developments; and
 - the significance of budget variances as they relate to program goals and the utilization of resources.
2. develops, implements and maintains management accounting procedures, practices and systems for:
 - controlling and forecasting expenditures and commitment control;
 - program budgeting and cash management;
 - internal control procedures.
3. develops, establishes and implements cost and general accounting sub-systems; and
4. provides functional advice to regions, and directs the activities of the Financial Services Division engaged in accounting operations; financial planning and analysis; and accounting systems and procedures development.

Organization

The position, the Senior "Full-time" Financial Officer, is in a branch headquarters of a large department, one of 10 Chiefs/Section Heads reporting to the Director, who is the Senior Financial Officer. Reporting to the position are - Head, Accounting Operations with a staff of four Officers and 13 Accounting Clerks; Accounting Systems Analyst; and Head, Financial Planning and Analysis with one Accounting Clerk.

SpecificationsDegree/
PointsA. Expertise1. Financial

C3 / 215

Senior "full-time" financial officer of a program branch responsible for all financial administration activities: except policy formulation.

2. Managerial and Interpersonal

C2 / 70

Managerial concepts are required to manage the financial administration activities delegated to the branch. The position requires to provide functional guidance to regions.

B. Nature of Work

C2 / 179

Independent action is constrained by policy, legislation, regulations and departmental systems design. Work consists of developing procedures for accounting operations which are regionalized.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount of \$79.65M (B-1 = \$67.7M, B-3 = \$7.3M, B-5 = \$4.65M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 15

Level: 3

Descriptive Title: Financial Control Manager

Point Rating: 649

Reports to: Branch Director, Financial Administration (EX-2)

Duties

1. Plans and develops the financial controls required in all EDP and other financial systems relating to the payment of benefits;
2. determines, and recommends on, the financial control aspects of all new and modified EDP and other financial systems to ensure that adequate controls are incorporated;
3. determines the effectiveness of financial controls in existing systems and recommends improvements;
4. evaluates audit observations concerning financial controls and recommends remedial action to management; and
5. provides advice to financial systems and EDP program analysts and to line managers on the controls to be incorporated in new or amended systems.

Organization

Position is located in branch headquarters. Other positions reporting to the Director are - Manager, Financial Planning & Analysis; Manager, Financial Policy & Systems and Manager, Accounting Operations. Reporting to this position are four Analysts and two Financial Clerks.

Specifications

	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	A5 / 205
A senior branch specialist responsible for single financial administration sub-activity. The position while not at the Corporate level, is the most senior level departmental specialist responsible for financial controls in the department's large and complex payment of benefits program.	
2. <u>Managerial and Interpersonal</u>	C2 / 70
Responsibility for the management of all financial controls within the branch. Performing the duties involves considerable interaction with others when providing advice to members of project groups set up to develop new policies.	
B. <u>Nature of Work</u>	C2 / 179
Independent action is generally constrained by branch and departmental regulations, central agency legislation and policy and general directives provided by the Branch Director, Financial Administration. Work consists of guiding and approving the development of financial accounting and control policies.	
C. <u>Nature of Impact</u>	D3 / 195
1. Influence: Recommends through one organizational level.	
2. Resources: Weighted Amount \$78.6M (B-1 = \$52.5M, B-5 = \$15M, B-7 = \$11.1M).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 16

Level: 3

Descriptive Title: Senior Financial Policy and Systems
Development Officer

Point Rating: 615

Reports to: Director, Financial Policy and Systems Development (SM)

Duties

1. Plans, coordinates and conducts studies relating to the development of financial policies, systems and procedures;
2. supervises Project Teams of other systems specialists drawn from the division's pool and from other departments which develop financial policies and systems; and
3. advises the Director and staff of other branches on development of policies and systems.

Organization

The position is in a departmental corporate headquarters. It is one of two Senior Financial Policy and Systems Officers, plus a pool of five junior systems specialists reporting directly to the Director, Financial Policy and Systems Development. There are no subordinates reporting to this position on a permanent basis.

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	B4 / 210
A single activity specialist (Policies and systems development). The supervisor is the deepest specialist.	
2. <u>Managerial and Interpersonal</u>	B2 / 50
The work requires managerial concepts for planning and controlling specific projects assigned by the Director, Financial Policy and Systems Development. It also requires significant interaction with departmental managers in order to obtain agreements on new or revised policies, systems and procedures before sign-off by Director.	
B. <u>Nature of Work</u>	D2 / 225
Action is constrained by policy, regulations and guidelines provided by Central Agencies since the work is to develop new concepts and alternative strategies for policies and systems but the supervisor is still the one to give final approval even if little direction is given to subordinate.	
C. <u>Nature of Impact</u>	C2 / 130
1. <u>Influence</u> : Recommends through two organizational levels.	
2. <u>Resources</u> : Weighted Amount Approx. \$44.4M (B-1 = \$202.5M, B-3 = \$90M, B-4 = \$5M, B-5 = \$13.5M, B-7 = \$.1M = \$310.5/7).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 17

Level: 3

Descriptive Title: Cost Accounting Analyst

Point Rating: 584

Reports to: Chief, Cost Accounting

Duties

1. Designs, develops and implements cost accounting systems;
2. monitors and controls the operation of departmental cost accounting systems;
3. provides analysis for senior management in costing problems and for use in negotiations with third parties; and
4. conducts special cost accounting projects.

Organization

The position is one of a pool of four in departmental corporate headquarters. Position reports directly to a Chief, Cost Accounting, who reports to a Director of Finance (EX-1). A Cost Analyst reports to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

B4 / 210

A second tier specialist, in what is viewed as a full activity (cost accounting) because the Chief Cost Accounting is the expert in the field.

2. Managerial and Interpersonal

B2 / 50

A specialist with a requirement to understand managerial concepts when conducting special cost accounting projects. Interaction with others is required when soliciting and obtaining management approval of units of goods and services costs.

B. Nature of Work

C2 / 179

Independent action is generally constrained by departmental regulations, contract legislation and direction provided by the Chief, Cost Accounting. Work consists of developing cost collection, and cost allocation according to generally accepted management and accounting principles and practices.

C. Nature of Impact

B3 / 145

1. Influence: Recommends through three organizational levels.
2. Resources: Weighted Amount Approx. \$87M (B-1 = \$276.7M, B-3 = \$60.M, B-5 = \$11.25M = 347.95/4M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 18

Level: 2

Descriptive Title: Senior Budget Analyst

Point Rating: 547

Reports to: Regional Manager, Finance and Administration

Duties

1. Establishes and operates the financial planning and budgetary processes for a region; and
2. analyses regional operating activities for significant trends and makes recommendations on opportunities to obtain economic use of resources.

Organization

The position is in a large branch regional headquarters. Three other positions report to the Regional Manager: Superintendent, Material Management; Administration Officer and a Regional Accountant. Three Financial Planning and Analysis Officers and one Budget Clerk report to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

B3 / 170

A branch regional single financial activity specialist officer (Financial planning and analysis).

2. Managerial and Interpersonal

B2 / 50

There is limited requirements to apply managerial concepts in establishing and coordinating the consolidation of the regional branch MYOP. Provides direction and guidance to regional managers in the area of identification, analysis and interpretation of variances.

B. Nature of Work

B2 / 132

Independent action is constrained by both departmental and branch policy, regulations and standards and direction by the supervisor. Work consists of assisting in the development of integrated information systems for effective planning, evaluation and control.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount of \$91M (B-1 = \$67.7M, B-3 = \$23.3M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 19	Level: 2
Descriptive Title: Institution Financial Advisor	Point Rating: 545
Reports to: Assistant Director, Administration	

Duties

1. Provides advice to senior managers of the institution on a wide range of financial matters;
2. plans, directs, and exercises financial control over expenditures and resource utilization and undertakes financial analysis of the institution input to such items as Multi-year Operational Plans, Main Estimates and Public Accounts;
3. promotes, recommends and controls the use of sound financial management techniques throughout the institution, including accounting and reporting practices, procedures and systems; and
4. directs activities of financial accounting operations, reporting and allotment control services for the institution.

Organization

The position is in an institution and is one of eight officer positions reporting to the Assistant Director of Administration. Two financial clerks, responsible for pre-audit and processing the accounts of the Institution report to the position. There are no intermediate organization between the departmental corporate headquarters and the institution.

Specifications

Degree/
Points

A. Expertise

1. Financial

C2 / 175

The only 'full-time' financial officer in the institution responsible for less than the full range of financial activities i.e. no financial policy and must have a general knowledge of financial activities at the local level. Functional guidance is provided by the departmental corporate headquarters.

2. Managerial and Interpersonal

C2 / 70

As the institution's only "full-time" financial officer, coordinates and manages several financial activities. There is some persuading, influencing and motivating when providing advice on financial policies, directives and guidelines.

B. Nature of Work

C1 / 145

Independent action is constrained by departmental and central agency policies, legislation, regulation and direction by the Assistant Director, Administration. Functional guidance is provided by the departmental corporate headquarters. The work requires to write internal policy directives regarding small changes in financial procedures and policy.

C. Nature of Impact

D2 / 155

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount Approx. \$6.1M (B-1 = \$6.07M, B-5 = \$.1M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 20

Level: 2

Descriptive Title: Head, Management Reports & Analysis

Point Rating: 539

Reports to: Chief, Financial Planning & Analysis

Duties

1. Supervises the establishment of reporting systems to meet the needs of managers for budgetary operating and capital expenditures, person-year information and other requirements, also the evaluation of their post-implementation effectiveness;
2. controls the operation and maintenance of financial, material and person-year information systems; and
3. coordinates analysis and consolidation of financial reports on departmental operations and provides advice and assistance to the managers both at Corporate headquarters and in the regions.

Organization

Position is in a departmental corporate headquarters with operations in five regions. One other position reports directly to the Chief, Financial Planning & Analysis - Head, Planning, Forecasts, Estimates & Budgets. The Chief reports to a Director Financial Administration (EX-1). Reporting to this position are three Financial Analysts and one Financial Clerk.

SpecificationsDegree/
PointsA. Expertise1. Financial

A4 / 165

A second tier specialist, responsible for less than one full financial activity, i.e. Management Reports and Analysis which is part of the Financial Planning and Analysis. The Chief, Financial Planning and Analysis is the expert.

2. Managerial and Interpersonal

B2 / 50

An understanding of managerial concepts is required when providing direction to members of his staff. Interaction with managers in Corporate HQ and regions is required when consolidating their needs and the management information system's capabilities at producing reports.

B. Nature of Work

C2 / 179

Independent action is generally constrained by departmental regulations, policy and direction provided by the Chief. Work consists of relatively difficult problems in differing situations when determining the user information needs.

C. Nature of Impact

B3 / 145

1. Influence: Recommends through three organizational levels.

2. Resources: Weighted Amount Approx. \$344.7M (B-1 = \$280.5M, B-3 = \$56.2M, B-4 = \$.25M, B-5 = \$7.5M, B-7 = \$.25M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 21

Level: 2

Descriptive Title: Regional Accountant

Point Rating: 537

Reports to: Regional Manager, Finance and Administration

Duties

1. Controls the accounting services activities of the Region; and
2. provides two District Accountants with explanations on financial statutes, regulations, directives and requirements.

Organization

Position is in a large branch regional headquarters, one of seven officer positions (two others are financial) reporting directly to the Regional Manager. Thirteen Financial Clerks report to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

B3 / 170

A Branch Regional specialist in one full activity (accounting operations).

2. Managerial and Interpersonal

B1 / 40

Limited requirements exist to apply managerial concepts except for supervising thirteen employees. There is a requirement to provide two district Accountants with explanations on financial statutes, regulations, directives and requirements.

B. Nature of Work

B2 / 132

Action is constrained by both departmental and branch procedures, policy and regulations and direction by the supervisor. Work consists of making improvements to existing procedures and systems.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount Approx. \$63M (B-1 = \$57.2M, B-3 = \$5.6M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 22

Level: 2

Descriptive Title: Regional Manager, Financial Administration

Point Rating: 530

Reports to: Regional Director (EX-1)

Duties

1. Implements and controls the Branch regional financial administration program;
2. implements departmental procedures and policies for the preparation of the Branch's Regional MYOP's and estimates, budget forecasting, financial planning, control and accounting;
3. develops, implements and maintains reporting systems on the usage of financial resources and person-years;
4. administers the departmental revenue and refund control accounting policies, systems and procedures for the region; and
5. advises the Regional Director and other managers throughout the Region on the impact of all financial matters.

Organization

The position is in a branch regional headquarters of a large department. Position is one of eight reporting directly to the Regional Director. Four financial clerks report to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

C2 / 175

A Branch Regional generalist (SFO) responsible for financial planning and analysis, accounting operations and development of local operating procedures. There are no other financial officers in the Regional HQ but functional guidance is provided by the branch departmental corporate headquarters when necessary.

2. Managerial and Interpersonal

C2 / 70

Coordinates and controls the branch regional financial administration program. In performing the duties there is some need to persuade and influence others within the branch and throughout the region when providing advice in all matters related to the custody, security and control of public monies.

B. Nature of Work

CI / 145

Independent action is constrained by departmental and branch policy and regulations and legislation and general direction of the Regional Director. Work consists of relatively similar tasks and finding solutions to problems when administering the departmental revenue and refund operations.

C. Nature of Impact

EI / 140

1. Influence: Recommends directly to Regional Director.

2. Resources: Weighted Amount \$5.6M (B-1 = \$1.4M, B-8 = \$4.2M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 23

Level: 2

Descriptive Title: Financial Systems Analyst

Point Rating: 489

Reports to: Chief, Financial Policy and Systems

Duties

1. Develops new or reviews existing financial systems and procedures, including systems requiring the application of EDP techniques;
2. prepares instructions and directives to assist the implementation of new or revised financial systems and procedures; and
3. maintains the departmental system for delegated financial signing authorities.

Organization

The position is in a departmental corporate headquarters. Position is one of a pool of four systems analysts reporting to the Chief. Six Financial Policy and Systems Analysts also report directly to the Chief. There are no subordinates reporting to this position.

<u>Specifications</u>	<u>Degree/ Points</u>
A. Expertise	
1. <u>Financial</u>	A4 / 165
A technical specialist limited to less than a full financial activity which is financial systems analysis. The supervisor's position is the deepest specialist.	
2. <u>Managerial and Interpersonal</u>	B1 / 40
The work requires to analyse the user and functional requirements and present these proposals to the operating managers. It also requires to prepare work plans with target dates of projects and to ensure that they are met.	
B. <u>Nature of Work</u>	C2 / 179
Requirement for independent action is generally constrained by departmental regulations, guidelines, policy and general supervision of the Chief. The work requires the formulation of proposals to modify systems and procedures.	
C. <u>Nature of Impact</u>	B2 / 105
1. <u>Influence</u> : Recommends through three organizational levels.	
2. <u>Resources</u> : Weighted Amount Approx. \$13.6M (B-1 = \$128.3M, B-3 = \$7.5M, \$135.8M/10).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 24

Level: 2

Descriptive Title: Financial Policy and Systems Officer

Point Rating: 472

Reports to: Chief, Financial Policy and Systems

Duties

1. Reviews financial information systems, methods and procedures; directs project teams to study problems identified by Regional Directors, Zone Directors and Responsibility Center Managers;
2. develops, designs and documents financial information and control systems, methods and/or procedures;
3. develops and modifies, jointly with other financial systems officers, Branch supplements for the Departmental Finance Management Manual;
4. develops the Branch's requirements for classification of accounts and the Central reporting systems of SSC; and
5. develops training modules for new or improved systems.

Organization

The position is in a branch headquarters of a large department; it reports to the Chief, Financial Policy and Systems and is one of a pool of six financial policy and systems officers, with no subordinate positions.

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	B3 / 170
Branch specialist responsible for one full activity - financial policy and systems development. The work requires to recommend to the Chief Financial Systems and Policy new or modified systems.	
2. <u>Managerial and Interpersonal</u>	B1 / 40
An understanding of managerial concepts is required when directing project teams. Performing the duties involves interaction with others when presenting proposals to the operating managers.	
B. <u>Nature of Work</u>	B2 / 132
Independent action is constrained by departmental and branch policies and standards and by direction of the Chief. Work consists of developing, designing and documenting financial information and control systems, methods and/or procedures.	
C. <u>Nature of Impact</u>	C2 / 130
1. <u>Influence</u> : Recommends through two organizational levels.	
2. <u>Resources</u> : Weighted Amount Approx. \$47.7M (B-1 = \$201.75M, B-3 = \$23.25M, B-4 = \$36M, B-5 = \$25.5M = \$286.5M/6).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 25

Level: 2

Descriptive Title: Regional Financial Services Officer

Point Rating: 445

Reports to: Regional Chief, Finance and Administrative Services

Duties

1. Administers the financial planning, analysis and control services for regional programs;
2. monitors the compliance and adequacy of the financial signing authorities delegated to the region; and
3. administers the accounting operations as well as the region's system of person-year utilization and control.

Organization

The position is located in a departmental regional headquarters. One other position reports directly to the Chief, Finance and Administration Services. Five financial clerk positions report to this one.

Degree/
PointsSpecificationsA. Expertise1. Financial

C1 / 135

The position is a full time financial regional officer working in financial planning and analysis as well as financial services but the full financial responsibility is with the Regional Chief, Finance and Administrative Services.

2. Managerial and Interpersonal

B2 / 50

Few managerial functions are performed, i.e. administration of the accounting operations. Performing the duties involves the need to interact with suppliers to solve day-to-day problems concerning the processing of payment of invoices for goods and services.

B. Nature of Work

C1 / 145

Independent action is constrained by departmental policy, regulations, legislation and by the supervisor. Work consists of relatively similar tasks and finding solutions to problems in familiar situations, i.e. solving day-to-day problems in financial planning and analysis.

C. Nature of Impact

D1 / 115

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount \$3M (B-1).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 26

Level: 1

Descriptive Title: Regional Accounts Receivable and Credit Officer

Point Rating: 408

Reports to: Regional Manager, Financial Administration

Duties

1. Identifies and ensures prompt collection of accounts receivable;
2. develops regional revenue collection and reporting procedures and participates in the development of sector and departmental revenue collection and reporting policies;
3. determines client credit eligibility, also approves or recommends terms of revenue contracts and terms and conditions of payments; and
4. recommends approval of credit notes to clients and authorizes release of payments to creditors. Organization

Position is in a regional headquarters. Three other positions reporting directly to the Regional Manager Financial Administration are - Budget and Financial Analyst with a staff of one analyst, Financial Review Officer; and the Regional Accountant. One Finance Clerk reports to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

A2 / 85

Junior level "technical specialist" in less than one full financial administration activity, i.e. accounts receivable which is part of accounting operations. Work requires more than a minimum level of specialization when contributing to the development of policies.

2. Managerial and Interpersonal

A2 / 30

There is no requirements to apply any managerial concepts. Performance of the duties involves significant interaction with clients when making personal visits or telephone calls to delinquent debtors to collect amounts.

B. Nature of Work

B1 / 98

Action is constrained by departmental systems and procedures and supervision by the Regional Manager. Work consists of relatively similar tasks and finding solutions to problems in relatively familiar situations and on occasion provides input to the development of policies.

C. Nature of Impact

D3 / 195

1. Influence: Recommends through one organizational level.

2. Resources: Weighted Amount Approx. \$80.5M (B-1 = \$37.5M, B-3 = \$6M, B-4 = \$.25M, B-5 = \$36.75M, B-7 = \$.005M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 27

Level: 1

Descriptive Title: Junior Generalist/Project Officer

Point Rating: 398

Reports to: One of Three Chiefs

Duties

1. Revises and analyzes Multi-year Operational Plans and Main and Supplementary Estimates proposals and prepares variance analysis, expenditure forecasts and special reports on project costs;
2. conducts assigned projects in the accounting operations of a program, branch, region or department; and
3. analyses departmental financial systems and procedures and assists in the development and implementation of new or revised financial policies, systems and procedures.

Organization

Position is in the corporate headquarters of a small department, one of a pool of six available to work on special projects for three Chiefs reporting directly to the Senior Financial Officer - Other positions reporting to the SFO are: Chief, Financial Planning & Analysis, with five Financial Planning Analysts; Chief, Financial Policy & Systems, with five Systems Analysts; and Chief, Accounting Operations, with three FI's. There are no subordinates reporting to this position.

<u>Specifications</u>	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	C1 / 135
A junior generalist pool position involved (over one-year period) in a wide range of tasks in the following financial activities i.e. financial planning analysis, accounting operations and performing specific tasks in financial systems development. Work is strictly supervised by a seasoned specialist as intensity of specialization is minimal.	
2. <u>Managerial and Interpersonal</u>	AI / 20
There is no requirement to apply managerial concepts. Performing the duties involves interaction with concerned personnel when discussing MYOP, main and Supplementary Estimates proposals.	
B. <u>Nature of Work</u>	B1 / 98
Independent action is constrained by procedures and supervision. Work consists of finding solutions to problems in familiar situations.	
C. <u>Nature of Impact</u>	B2 / 145
1. <u>Influence</u> : Recommends through three organizational levels.	
2. <u>Resources</u> : Weighted Amount approx. \$102M (B-1 = \$390M, B-3 = \$63.7M, B-4 = \$45M, B-5 = 112.5M = 611.2/6).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 28

Level: 1

Descriptive Title: Financial Analyst

Point Rating: 397

Reports to: Senior Project Officer
Financial Reporting and Evaluation DirectorateDuties

1. Participates, as a member of a team of analysts, in the design, development and implementation of accounting and financial management statements of departments and agencies;
2. participates in studies leading to improvements in financial reporting systems for client departments and agencies; and
3. researches data system processing to correct errors reported by client departments and agencies. Organization

Position is in a "central service" and is one of a pool of 30 project officers, intermediate project officers, financial analysts and junior project officers reporting to the Chief, Client Services but work is supervised by a Senior Project Officer. There are no subordinates reporting to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

A2 / 85

Third of a four tier pool of 'Specialist'; the higher levels of expertise being brought forth by Project Officers and by intermediate project officers. The work involves the performance of tasks related to the establishment of specifications for statements in one financial sub-activity i.e., production of statements.

2. Managerial and Interpersonal

A1 / 20

The work does not require to perform management functions. There is some interaction with others but there is no requirement to persuade or influence others since the position is in the lower echelons of a team of analysts.

B. Nature of Work

B2 / 132

Requirement for independent action is relatively minimal, constrained by procedures, departmental and central agency regulations, policy and general supervision by a Senior Project Officer. Work consists of finding solutions to problems in differing situations when preparing recommendations for system changes.

C. Nature of Impact

A4 / 160

1. Influence: Recommends through four organizational levels.

2. Resources: Weighted Amount Approx. \$1.1 billion (B-1 = \$18,871.2M, B-3 = \$3,836.4M, B-4 = \$10,981.7M, B-7 = \$219.6M = \$33,908.9/30).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 29

Level: 1

Descriptive Title: Budget Analyst

Point Rating: 355

Reports to: Chief, Financial Planning and Analysis

Duties

1. Writes reports and prepares statistics on budget commitments, expenditures, revenues and forecasts;
2. Identifies and analyses supporting information for Main and Supplementary Estimates;
3. Compiles proposals received from various branches for the Spring and Fall Review of the Operating Plans and Estimates submissions; and
4. Processes requests for transfers between allotments.

Organization

The position is in a corporate headquarters. Also reporting directly to the Chief, Financial Planning and Analysis are two Financial Analysts, another Budget Analyst and two CR's. There are no subordinates reporting to this position.

Specifications	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	A2 / 85
Under general supervision, specializes in budget analysis which is part of the financial planning and analysis activity.	
2. <u>Managerial and Interpersonal</u>	A1 / 20
Clarifies aspects of proposals with branch and service heads; there are no opportunities to apply managerial concepts.	
B. <u>Nature of Work</u>	C1 / 145
Action is constrained by departmental policies and general direction of the supervisor. Work consists of relatively similar tasks and finding solutions to problems in familiar situations.	
C. <u>Nature of Impact</u>	B2 / 105
1. <u>Influence</u> : Recommends through three organizational levels.	
2. <u>Resources</u> : Weighted Amount Approx. \$22M (B-1 = \$36M, + B-5 = \$7.5M = \$43.5M/2).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 30

Level: 1

Descriptive Title: Accounting Officer and Supervisor
Accounting Operations

Point Rating: 343

Reports to: Chief, Accounting Operations

Duties

1. Maintains the financial accounting systems and procedures for departmental headquarters and five regions;
2. maintains the account verification and payment systems, including control and reconciliation of allotments, cash receipts, inventories, advances and cheque issues;
3. provides information to departmental management' concerning financial and accounting matters; and
4. prepares departmental financial reports to Treasury Board and central agencies, including those required for Public Accounts.

Organization

The position is in a small departmental headquarters. One other position, Accounts Receivable Officer, with four Clerks, reports directly to the Chief, Accounting Operations. Eight Accounting Clerks report to this position.

Specifications

	<u>Degree/ Points</u>
A. <u>Expertise</u>	
1. <u>Financial</u>	A3 / 125
Corporate specialist with responsibility for less than one full activity who works under direction of the head of the whole activity which is accounting operations.	
2. <u>Managerial and Interpersonal</u>	B1 / 40
An understanding of managerial concepts is required but few real managerial functions are performed when coordinating inputs from regions and Headquarters. The duties involve interaction with others when providing information to departmental management.	
B. <u>Nature of Work</u>	B1 / 98
Action is constrained by departmental systems and procedures and direction of the Chief. Work consists of relatively similar tasks and/or solutions to problems performed in relatively familiar situations.	
C. <u>Nature of Impact</u>	A2 / 80
1. Influence: Recommends through four organizational levels.	
2. <u>Resources</u> : Weighted Amount \$34.7M (B-1 = \$27.06M, B-4 = \$5.36M, B-5 = \$.48M, B-6 = \$1.51M, B-7 = \$.33M).	

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 31

Level: 1

Descriptive Title: Financial Planning and Analysis Officer

Point Rating: 328

Reports to: Regional Senior Financial Officer

Duties

1. Prepares the regional submissions of main estimates and financial annual plans;
2. controls the annual budgetary allocation of the regional responsibility centres;
3. controls the accounting of salary expenses and person-years;
4. conducts routine and special financial analyses; and
5. coordinates the preparation of accounting reports and public accounts.

Organization

This position is in a small regional branch. One other position reports directly to the Regional Senior Financial Officer: Section Head, Accounting Operations. One financial clerk reports to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

B2 / 130

A small regional branch single financial activity specialist (Financial planning and analysis). Direction is provided by the supervisor.

2. Managerial and Interpersonal

A2 / 30

There is no requirement to apply managerial concepts in preparing budget's submissions and reports or in controlling budgetary allocations. The position also requires to provide advice and recommendations to regional directors with respect to budgetary re-allocations and request for supplementary funds.

B. Nature of Work

A2 / 88

Independent action is constrained by departmental branch policy, regulations and procedures and close supervision of the Regional Senior Financial Officer. Work consists of devising specific control measures to correct problem situations.

C. Nature of Impact

C1 / 90

1. Influence: Recommends through two organizational levels.

2. Resources: Weighted Amount of \$5.3M (B-1 = \$5.28M, B-7 = \$0.02M).

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 32

Level: 1

Descriptive Title: Branch Cost and Budget Officer

Point Rating: 180

Reports to: Manager, Financial Planning and Cost Analysis

Duties

1. Coordinates, reviews and analyses divisional inputs to Branch program Main Estimates and forecasts;
2. collects cost data and prepares regular and special reports concerning cost recovery and product pricing; and
3. implements and maintains Branch cost accounting system.

Organization

Position is located in a branch of a large department and reports to a Manager, Financial Planning & Cost Analysis. There are no subordinates reporting to this position.

SpecificationsDegree/
PointsA. Expertise1. Financial

AI / 45

Branch, bottom-tier specialist responsible for the coordination of part of the financial planning and analysis activity i.e. NO MYOP.

2. Managerial and Interpersonal

AI / 20

There is no requirement to apply managerial concepts. Performing the duties involves interaction with other Branch members.

B. Nature of Work

AI / 50

Requirement for independent action is minimal. Action is constrained by departmental and branch procedures and close supervision by the Manager. Work consists of relatively similar tasks and finding solutions to problems when collecting cost data.

C. Nature of Impact

B1 / 65

1. Influence: Recommends through three organizational levels.

2. Resources: Weighted Amount \$3.895M (B-1 = \$1.87M, B-5 = \$2.025M).