



CLASSIFICATION STANDARD

WELFARE PROGRAMS

**ADMINISTRATIVE AND
FOREIGN SERVICE CATEGORY**

Treasury Board
Public Service Canada

Conseil du Trésor
Fonction publique Canada

T.B.
C.T. ⁵⁰⁵⁻¹

Supplement 310
Supplément

P.S.C.
C.F.P. 600-310

CLASSIFICATION AND

SELECTION STANDARD

WELFARE PROGRAMS

NORME DE CLASSIFICATION

ET DE SÉLECTION

PROGRAMMES DE BIEN-ÊTRE SOCIAL

ADMINISTRATIVE AND

FOREIGN SERVICE CATEGORY

CATÉGORIE ADMINISTRATIVE

ET DU SERVICE EXTÉRIEUR

January 1977

Janvier 1977

**CLASSIFICATION AND
SELECTION STANDARD**

welfare programs

**administrative and
foreign service category**

Published by:

**Personnel Policy Branch
Treasury Board and
Staffing Branch
Public Service Commission**

CONTENTS

	<u>Page</u>
PREFACE	(ü)
CATEGORY DEFINITION	(iii)
GROUP DEFINITION	(iv)
PART I - POSITION CLASSIFICATION AND EVALUATION PLAN	
- Introduction	I-1
- Rating Scale	I-5
- Point Boundaries	I-5
- Knowledge Factor	I-6
- Problem Solving Factor	I-10
- Responsibility for Contacts Factor	I-13
- Supervision Factor	I-15
PART II - Selection Plan	
- Introduction	II-1
- Statement of Qualifications	II-2
- Selection standard - Welfare Programs Group	II-5
- Preparation of a Statement of Qualifications	II-9
- Rating Guide	II-10
- Assessment Instructions	II-13
PART III - BENCH-MARK POSITION DESCRIPTIONS AND STATEMENTS OF QUALIFICATIONS	
- Introduction	
- BMPD and S of Q Index in Numeric Order of BMPD/S of Q numbers	III(a) III(b)

PREFACE

This standard describes the plans to be used in classifying and evaluating positions in the Welfare Programs Group, and in selecting personnel for appointment to them.

The classification and evaluation plan provides a quantitative method for determining the relative value of positions in the group and the selection plan describes the method to be used for determining the qualifications required of candidates and assessing the extent to which they possess them. Bench-mark position descriptions are provided which serve both as a reference for position evaluation and for selection.

Analysis of the work found in the Welfare Programs Group revealed that there were a number of work characteristics. These definitions are shown where required.

The standard is designed for use by classification officers, staffing officers and line managers who are involved in the classification and staffing of Welfare Programs Group positions.

It is the responsibility of the line manager to determine and describe the duties and responsibility of a position, and the qualifications required of its incumbent. During the process the personnel officer will provide advice and assistance to the line manager as required.

Subsequent to the development of a position description it will be the responsibility of the personnel officer to ensure that legislative and delegated authority is effectively discharged. Whenever feasible the line manager or other line officers should actively participate in the classification and staffing process.

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.

Welfare Programs

PART I

POSITION CLASSIFICATION AND
EVALUATION PLAN

January 1977

PART I

POSITION CLASSIFICATION AND EVALUATION PLAN INTRODUCTION

This standard describes the point rating plan to be used to evaluate jobs allocated to the Welfare Programs Group. It consists of an introduction, general definitions of the Administrative and Foreign Service Category, the occupational groups, and point rating scales. The bench-mark position descriptions are located in Part III.

Point rating is an analytical, quantitative method of determining the relative value of jobs. It is particularly suited to heterogeneous occupational groups in which jobs consist of varied combinations of tasks. Essentially, point rating plans define characteristics or factors common to the jobs being evaluated. They 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 worth of jobs.

Allocation Guidelines

The Group Definition provides statements of "Inclusions", that describe the primary duties assigned to positions in the Welfare Programs Group. These are the principal sources of reference when allocating positions to the group.

Consistent with these statements are the following descriptions of work assignments normally associated with Welfare Programs. They are intended as a further aid to raters in determining the allocation of positions to the Group.

SOCIAL DEVELOPMENT Assignments which are concerned with the development, application or supervision of programs to guide, advise, stimulate and encourage the social, political, cultural and economic development of indigenous people living within defined geographic boundaries and individuals.

Welfare Programs

VETERANS' WELFARE SERVICES Assignments which are concerned with the development, application, supervision and administration of a program to provide such services as social adjustment, rehabilitation, counseling, welfare or financial benefit services to meet the needs of veterans and their families.

EMERGENCY WELFARE SERVICES Assignments which are concerned with the planning and coordination of emergency services where adequate services are not otherwise provided, and with training programs and formulation of plans with foreign, provincial and municipal governments for an emergency service including clothing, lodging, registration and enquiry services.

CORRECTIONAL SERVICES Assignments which are concerned with the development, application and administration of programs in the parole and penitentiaries services which include the counseling and guidance of parolees and inmates, analysis and evaluation of their rehabilitation and training needs, professional diagnostic and reporting services and the development and implementation of corrective and follow-up programs.

Factors

The combined factors do 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 value of jobs.

Four factors are used in this plan. All the factors have more than one dimension and have been defined in terms of two or three related elements. The factors and elements are

- | | |
|-----------------------------|---|
| Knowledge | - Education
- Experience
- Continuing Study |
| Problem Solving | - Scope for Problem Solving
- Impact of Activities |
| Responsibility for Contacts | - Nature of Contacts
- Persons Contacted |
| Supervision | - Level of Employees Supervised
- Numbers Supervised |

Point Values

The maximum point value assigned to each factor reflects its relative importance. Similarly, point values have been assigned to the degrees of the factors.

Point values increase arithmetically as the degrees of the factor increase. The minimum point values for Knowledge, Problem Solving and Responsibility for Contacts are one-fifth of the maximum value. The minimum value for Supervision is one-tenth of the maximum value, although there will be positions where this factor does not apply. The ranges of point values are

	Minimum	Maximum
Knowledge		
Education and Experience	60	300
Continuing Study	10	50
Problem Solving	70	350
Responsibility for Contacts	30	150
Supervision	-	150
	170	1,000

Bench-mark Positions

Bench-mark position descriptions are used to exemplify degrees of each factor or element. Each description consists of a brief summary, a list of the principal duties, with the percentage of time devoted to each, and a specification describing each of the point rating factors and elements as it appears in the job. The bench-mark positions have been evaluated, and the degree and point values assigned to 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 application of 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 and of each factor. 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 job being rated are determined by comparison with degree definitions in the rating scales. Uniform application of degree definitions requires frequent reference to the descriptions 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 to 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 to determine the relative value of jobs in each occupational group in order that employees carrying out the jobs may be paid at rates consistent with the relationship indicated. Jobs that fall within a designated range of point values will be regarded as of equal difficulty and value and will be allocated to the same level.

Minimum Qualifications

Each of the group definitions in the category includes a statement of "Minimum Qualifications". These requirements are to apply without modification to all new entrants to the labor force, that is, students who have just completed their full-time studies and young people commencing full-time employment. With respect to experienced workers who may not possess the formal education prescribed in the definitions, the statements are intended to indicate the norms against which the qualifications of the individual may be assessed, in order to judge whether or not the combination of his education, training and experience provides, for the particular position being filled, qualifications equal to or higher than those prescribed in the "Minimum Qualifications" of the relevant occupational group.

RATING SCALES

WELFARE PROGRAMS GROUP

<u>FACTOR</u>	<u>POINTS</u>
Knowledge	
- Education and Experience	300
- Continuing Study	50
Problem Solving	350
Responsibility for Contacts	150
Supervision	150
	1,000

POINT BOUNDARIES

<u>LEVELS</u>	<u>POINTS</u>
WP 1	170 to 290
WP 2	291 to 400
WP 3	401 to 510
WP 4	511 to 620
WP 5	621 to 730
WP 6	731 to 840
WP 7	841 to 950
WP 8	951 to 1000

KNOWLEDGE FACTOR

This factor is used to measure the amount of experience and education required to undertake the duties of the position, and the requirement for continuing study.

Definitions

"Education" refers to the level of academic or other formal training required to provide the basis for the development of the skill and knowledge needed in the position.

"Experience" refers to the minimum length of time an employee requires, under optimum conditions, to acquire the administrative knowledge and skill needed to carry out the duties of the position.

"Continuing study" refers to the requirement for maintaining a knowledge of trends and developments in one or more fields related to the duties of the position.

Notes to Raters

For purposes of this standard the time needed to acquire clerical or other skills and working knowledge of the regulations and directives and the time needed to demonstrate the capacity to perform administrative work is not to be considered in the evaluation of the Experience element of the Knowledge factor.

In tentatively selecting the degree of the Experience element, consideration is to be given to the length of time needed to acquire specialized and general administrative knowledge required to carry out the duties. General administrative knowledge is gained through experience in such responsibilities as

1. formulating ideas and expressing them orally or in written form;
2. carrying out studies and preparing reports on specific aspects of existing or proposed departmental activities;
3. making critical analyses of methods and procedures with a view to recommending improvements;
4. carrying out duties that require a knowledge of the objectives of the organization and the plans of action developed to achieve them;
5. making commitments of staff or material resources;
6. supervising and directing staff.

The degrees of the Experience element assigned to the bench-mark positions have been established by ranking on the basis of such considerations as those mentioned above. The degree of the Experience element tentatively selected is to be confirmed by direct comparison of the position being rated with the duties and specifications of the bench-mark positions.

The second degree of the Education element is to be assigned when the duties of the position

1. require university graduation in a specialized field,

or

2. require understanding and appreciation of the principles and concepts of two or more specialized fields for which the knowledge is normally acquired through university training and which are directly associated with the duties performed,

or

3. require systematic study and analysis of complicated general problems and their solution by the application of specialized knowledge acquired through extensive post-secondary school study or training rather than through experience.

In positions with duties that meet conditions 2 and 3, the incumbents will not necessarily be university graduates.

Welfare Programs

KNOWLEDGE
RATING SCALE - EDUCATION AND EXPERIENCE

Experience Requirement	Education and Degree		Pages*
	Completion of Secondary School Education	University Graduation	
and Degree			
Up to and including 2 years	60 Senior Child Care Worker Welfare Officer	135 B	1.1 2.1
Up to and including 4 years	87 Welfare Services Counselor Agency Assistant, Indian Affairs, St. Regis Agency, Ontario Region	162 3.1 4.1	Local Government Advisor Inmate Classification officer, Parole Officer 5.1 6.1 7.1
Up to and including 6 years	114	189	Community Development Specialist, Indian Affairs Regional, Local Government Administrator, Toronto, Ontario Regional Placement and Relocation Specialist, Quebec Region, Indian Affairs District Representative, Small district Office 8.1 9.1 10.1 11.1
Up to and including 8 years	141	216	Supervisor, Placement and Relocation, Ottawa 13.1
Up to and including 10 years	169	244	
Up to and including 12 years	197 District Director, Veterans Welfare Services	272 12.1	Chief, Social Programs Division, Ottawa 14.1
More than 12 years	225	300	

* All page numbers refer to Part III.

Welfare Programs

KNOWLEDGE

RATING SCALE - CONTINUING STUDY

I

Nature of Continuing Study and Degree	Points	Bench-mark Position Descriptions	Page*	
Work requires knowledge of statutes, regulations, policies, programs and procedures related to the work performed, gained by continuing study of directives and manuals issued by departments and central agencies. It also requires knowledge of employment, business and other conditions, and of services available from non-departmental sources in the area, gained by continuing study of articles in publications and of information releases.	10	- Senior Child Care Worker	1.1	
		- Welfare Officer	2.1	
		- Welfare Services Counselor	3.1	
		- Agency Assistant, Indian Affairs, St. Regis Agency, Ontario Region	4.1	
		- Local Government Advisor	5.1	
Work requires knowledge of trends and developments in a field of specialization directly related to the duties performed, gained by continuing study of texts, journals and periodicals.	2	30	- Inmate Classification Officer, Canadian Penitentiary Service	6.1
			- Parole Officer	7.1
			- Community Development Specialist, Indian Affairs	8.1
			- Regional, Local Government Administrator, Toronto, Ontario	9.1
			- Regional Placement and Relocation Specialist, Quebec Region, Indian Affairs	10.1
			- District Representative, Small District Office	11.1
			- District Director, Veterans Welfare Services	12.1
Work requires development and maintenance of knowledge in depth in a field of specialization through broad-ranging, intensive study, OR knowledge of the nature and inter-relationships of trends and developments in a number of fields through study of a wide variety of texts, Journals and periodicals.	3	50	- Chief Social Programs Division, Ottawa	14.1

* All page numbers refer to Part III. I-9
January 1977

PROBLEM SOLVING FACTOR

This factor is used to measure the difficulty of the duties of the position as indicated by the scope for problem solving and the impact of activities.

Definitions

"Problem solving" refers not only to specific actions taken to meet immediate needs of groups and individuals, but also to more general long term activities directed towards changing attitudes when changes can only be identified over a long period of time.

"Scope for problem solving" refers to the freedom to take action. It is measured in terms of the judgment, initiative and discretion required, the availability of direction, and the difficulty of determining the implications of courses of action.

"Impact of activities" refers to the importance of the activities in terms of their effect on individuals, groups and communities and on the resources committed or affected. It also refers to the effect of activities on other government or private agencies, the effect on the efficiency with which services are provided, and the significance of precedents, projects and programs which are established.

"Established methods" is to be interpreted broadly to include the guidance provided by manuals and directives, and by precedents.

"Program" refers to the plans of action that are developed and implemented by the organization to achieve its objectives.

Notes to Raters

The four degrees of the Impact of Activities element are illustrated by the bench-mark position descriptions. The following characteristics of the work are to be considered in determining a tentative degree for this element:

1. The effect on individuals, groups or communities, taking **into** account the kind and significance of the effect and the numbers of persons affected.
2. The extent to which the incumbent of the position being rated is the effective recommending or implementing authority, which is usually related to the level of the position in the organization. 3. The size, value and kind of departmental resources affected.
4. The consequences of an error in judgment.

Welfare Programs

Any one characteristic is only an indication of the impact of the activities, and the whole context within which the work is performed is to be considered. The job as a whole is then to be compared to the descriptions of the benchmark positions exemplifying the degree of impact that has been tentatively established.

Welfare Programs

RATING SCALE - PROBLEM SOLVING

	Scope for Problem	Solving, and Degree				
IMPACT OF ACTIVITIES, AND DEGREE	Problem solving requires some judgment, initiative and discretion. Individual problems are solved by the selection of a course of action indicated by established methods and instructions. The implications of possible courses of action are usually apparent from precedents. Unusual problems are referred to superiors.	Problem solving requires a moderate degree of judgment, initiative and discretion. Problems are solved by selection of courses of action that may require modification of established methods. The implications of possible courses of action may not be readily apparent. Direction is sought when the apparent solutions to problems are not within the intent of established practices.	Problem solving requires a significant degree of judgment, initiative and discretion. Problems are solved by modification established methods or by devising courses of action within the intent of established programs. The implications possible courses action are often difficult to determine. Recommendations are made to effect changes in programs.	Problem solving requires a high degree of judgment, initiative and discretion. Duties of the position require the development of solutions to diverse and interrelated problems. Substantial contributions are made to planning, developing and changing programs in responses to recommendations, in anticipation of changing conditions or to achieve objectives established by superiors. Implications of actions taken or proposed complex and often cannot be determined with certainty.		
	70	Page* 116	Page* 162	C	Pag 208	Page
Limited	1 - Senior Child Care Worker	1.1 - Welfare Services Counselor	3.1			
	1 - Welfare Officer	2.1 - Agency Assistant, Indian Affairs, St. Regis	4.1			
	117	163	209		255	
		- Local Government Advisor	5.1	- Community Development Specialist, Indian Affairs	8.1	
		- Inmate Classification Officer	6.1	- Regional Local Government Administrator	9.1	
Moderate	2	- Parole Officer	7.1	- Regional Placement and Relocation Specialist	10.1	
				- District Representative, Small District Office	11.1	
	164	210	256	302		
Significant	3		- District director, Veterans Welfare Services	12.1		
			- Supervisor Placement and Relocation, Ottawa	13.1		
	211	257	303	350		
Major			- Chief, Social Programs Division. Ottawa	14.1		

* All page numbers refer to Part III. I-12
January 1977

RESPONSIBILITY FOR CONTACTS FACTOR

This factor is used to measure the difficulty and importance of contacts that occur as an integral part of the work and the requirements imposed by these contacts to work and communicate with others in person, by telephone or in writing. The elements of the factor are the nature of contacts and the persons contacted.

Definitions

"Associates" refers to persons with whom contacts are customarily established over long periods of time and in circumstances that develop an awareness of each other's requirements.

"Officials" refers to administrators or other persons with some degree of executive authority who are not associates.

Notes to Raters

Only those contacts that are an integral part of the work and that result from the duties assigned or sanctioned by management are to be considered.

An officer of a department, another level of government, private organization or industry may be an associate or an official, depending on the circumstances under which the contacts occur.

If the duties of the position include contacts involving more than one combination of persons contacted and nature of contacts, the points for each degree are to be determined and the highest point value used.

Points are to be assigned for written contacts only if the duties of the position being rated include responsibility for signing letters or memoranda. Points will not be assigned if responsibility is limited to contacts by form or pattern letters.

Welfare Programs

RATING SCALE - RESPONSIBILITY FOR CONTACTS

DEGREE	Nature of Contacts,		and Degree	
	A	B	C	D
	To give, obtain and exchange information requiring discussion, explanation and co-operation.	To persuade and obtain assistance or agreement of others.	To act as a representative of the department or agency at formal meetings where differences in interest be expected, with authority to discuss problems and seek common ground on to base solutions.	may which Representative of the department or agency in negotiating agreements of considerable significance, with authority to formulate programs within established objectives.
	30	60	Page 91	Page* 122
1	44	74	105	136
2	- Senior Child Care Worker	1.1 - Welfare Officer - Agency Assistant, Indian Affairs, St. Regis Agency - Local Government Advisor	2.1 4.1 5.1	
	58	88	119	150
3	- Inmate Classification Officer	6.1 - Welfare Services Counselor - Parole Officer - Community Development specialist, Indian Affairs -- Regional Placement and Relocation Specialist - District Director, Veterans Welfare Services	3.1 - Regional Local Government Administrator 7.1 - District Representative, Small District Office 8.1 - Supervisor of Placement and Relocation, Ottawa 10.1 12.1	9.1 - Chief Social Programs 11.1 Division, Ottawa 13.1 14.1

Degree

Persons Contacted

- 1 Such persons as clients, members of the general public, employees in the same department, and associates in other federal departments and agencies.
- 2 Such persons as representatives of clients, officials in other departments and agencies, and associates in other levels of government, private organizations or industry.
- 3 I Officials of other **levels** of government, other countries, private organizations or Industry.

* All page numbers refer to Part III.

SUPERVISION FACTOR

This factor is used to measure the continuing responsibility that the incumbent of the position assumes for the work and guidance of other employees. The two elements of the factor are the level of employees supervised and the numbers, supervised.

Definitions

"Level of employees supervised" refers to the highest level supervised.

"Numbers supervised" refers to the total number of employees for whom the incumbent of the position exercises supervisory responsibility directly or through subordinate supervisors.

Notes to Raters

A position whose incumbent does not have a continuing and substantive responsibility for the supervision of the work of others is not to be assigned points under this factor. Characteristically, "substantive responsibility" includes allocating staff to various work projects, proposing disciplinary action, informing staff of their strengths and weaknesses, proposing changes in the numbers and classification of positions, and ensuring that work standards are maintained.

Occasional supervision, such as that performed during absences of the supervisor on annual or sick leave, is not to be rated.

For the purpose of the standard, "numbers supervised" includes the total of the following:

1. The number of employees in the department or agency for whom the incumbent has continuous supervisory responsibility.
2. The number of man-years of work performed by casual, part-time and seasonal employees who are supervised by the incumbent.
3. The number of employees in the department or agency for whom the incumbent has responsibility for functional supervision.
4. The maximum number of employees usually supervised by the incumbent where the work is organized on a project basis and where the number supervised varies according to the requirements of each project.

Welfare Programs

The term "functional supervision" applies to staff of units for which the incumbent of the position being evaluated

1. has authority to prescribe objectives or programs and the methods and procedures to be followed in carrying out a specialized function,

and

2. has responsibility for ensuring adherence to established programs, methods and procedures,

and

3. has authority to make effective recommendations on employment, promotions or transfers.

In 3 above, the term "has authority" refers to established practices that require senior officials to exercise significant influence on the employment, promotion or transfer of employees who are not under their direct supervision. It does not imply, however, authority to impose their views on line officers.

Employees at all levels are to be included in the numbers subject to functional supervision, although the third criterion may not apply to those at junior levels to the same degree as to more senior employees.

RATING SCALE - SUPERVISION

Level of Employees Supervised and Degree	Numbers Supervised and Degree						
	1 - 3 A	4 - 10 B	11 - 25 C	26 - 75 D	76 - 200 E	201 - 400 F	401 and over G
1	15	32	49	67	85	103	121
2	29	46	63	81	99	117	135
3	44	61	78	96	114	132	150

Level of Employees Supervised and Degree	Bench-mark Position Descriptions	Page*
-Supervises employees in the administrative support category or junior employees in other categories.	1 -Agency Assistant, Indian Affairs, St. Regis Agency, Ontario Region	4.1
	-Community Development Specialist, Indian Affairs	8.1
	-Regional Placement and Relocation Specialist, Quebec Region, Indian Affairs	10.1
	-District Representative, Small District Office	11.1
	-District Director, Veterans Welfare Services	12.1
-Supervises intermediate employees in the administrative and Foreign Service or other categories.	2 -Supervisor of Placement and Relocation, Ottawa	13.1
-Supervises senior employees in the administrative and foreign service or other categories.	3 -Chief Social Programs Division, Ottawa	14.1

Welfare Programs

PART II

SELECTION PLAN

January 1977

PART II

SELECTION PLAN

INTRODUCTION

The Selection Plan includes the Selection Standard for this Group, developed pursuant to Section 12 of the Public Service Employment Act, with instructions for adapting it to the requirements of individual positions in the form of a Statement of Qualifications.

Section 6 of the Public Service Employment Regulations requires that a Statement of Qualifications be prepared for each position to which an appointment is to be made. Each Statement of Qualifications is to specify and differentiate between those qualifications that are essential and those qualifications, if any, that are desirable for the performance of the duties and responsibilities of a position.

Qualifications refer to any training, ability, knowledge, accomplishment or personal attribute that is essential or desirable for the performance of the duties and responsibilities of a position.

As qualifications vary with the job content requirements of individual positions they must be identified for each position for which staffing action is intended. They are to be based on the duties and responsibilities of the position concerned and expressed in the form of a Statement of Qualifications. These qualifications then become the criteria against which selections are made for that staffing action..

The following pages contain an explanation of the various parts of a Statement of Qualifications, a description of qualifications for positions in this Group, a rating guide, and a description of the methods to be used in assessing the qualifications of candidates for these positions. Examples of Statements of Qualifications for positions in this Group based on Bench-Mark Position Descriptions are presented in Part III of the Standard.

STATEMENT OF QUALIFICATIONS

Structure

The basic structure of a Statement of Qualifications is as follows:

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- Education Factor
- Occupational Certification Factor
- Achievement, Skills or Aptitudes Factor
- Language Requirement Factor
- Experience Factor

RATED REQUIREMENTS

- Knowledge Factor
- Abilities Factor
- Personal Suitability Factor

DESIRABLE QUALIFICATIONS

- (Individual qualifications that are desirable, if any.)

Definitions

A Statement of Qualifications consists of two components:

ESSENTIAL QUALIFICATIONS - This component provides for the inclusion of qualifications which a person must possess in order to adequately perform the duties and responsibilities of a position. It consists of two subcomponents:

BASIC REQUIREMENTS - This sub-component provides for the inclusion of those essential qualifications that are used for initial screening purposes. Applicants must meet the Basic Requirements before consideration can be given to their other qualifications. Basic Requirements are minimum criteria and are not rated by degree. Basic Requirements include the following five Selection Factors:

Education - (a) Refers to a background in academic, vocational or technical studies and training which is recognized through the actual or imminent conferring of a degree, diploma, certificate or other official document by an approved educational institution or agency.

(b) Acceptable performance on tests prescribed by the Public Service Commission may be an alternative, when specified.

Occupational Certification - Refers to the possession of or eligibility for occupational credentials in the form of a license, certificate, registration, letter, papers or other documents which constitute official recognition of occupational competence.

Achievement, Skills or Aptitudes - Refers to special examinations or tests used to assess achievement, skills or aptitudes which are basic to the performance of the duties and responsibilities of a position.

Language Requirement - Refers to the need for a knowledge of either the English language, the French language, either one or the other or both in relation to the performance of the duties and responsibilities of a position.

Experience - Refers to actual participation or practice in activities related to the duties and responsibilities of a position. It means the acquisition or exercise of knowledge or abilities in vocational or avocational circumstances including voluntary work, that provides an adequate background for performance of the duties and responsibilities of the position being staffed. Experience requirements must not be expressed in terms of a specific number of years.

NOTE: Pre-employment medical examination requirements are to be in accordance with the Public Service Commission Staffing Manual, and are not to be included in the Statement of Qualifications.

RATED REQUIREMENTS - This sub-component provides for the inclusion of those essential qualifications which are used for the rating and ranking of candidates who have met the Basic Requirements. Rated Requirements include the following three Selection Factors:

Knowledge - Refers to information concerning facts, theories, systems, practices, regulations and other subject-matter relevant to the performance of the duties and responsibilities of a position.

Abilities - Refers to competence in the use of tools, materials, and equipment or the application of methods, systems, techniques, practices, policies, regulations and other subject-matter relevant to the performance of the duties and responsibilities of a position.

Personal Suitability - Refers to personal traits or characteristics which condition the utilization of knowledge and abilities in the performance of the duties and responsibilities of a position.

DESIRABLE QUALIFICATIONS - This component provides for the inclusion of qualifications which, although not essential, may further contribute to or enhance a candidate's performance of the duties and responsibilities of a position. The use of Desirable Qualifications is optional, but they must not be used for screening purposes. When they are applicable, they are to be included in the Statement of Qualifications at the same time as the Essential Qualifications are specified, and they are to be assessed only as part of the rating and ranking of candidates who have met both the Basic Requirements and Rated Requirements for the position. Any job-related qualifications other than knowledge of a second official language may be used as a Desirable Qualifications, but they should be used sparingly, if at all.

SELECTION STANDARD - WELFARE PROGRAMS GROUP

Qualifications applicable to positions in the Welfare Programs Group are as follows:

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education Factor

This factor is applicable to all positions in this Group.

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the Education considered necessary.

For positions in this Group there is a range of acceptable educational qualifications as follows:

- Graduation with an acceptable degree from a recognized university with specialization in sociology, psychology, social work, criminology or some other specialty relevant to the position. Some positions may require graduation with an acceptable degree from a recognized university without regard to the field of specialization.
- Successful completion of approved post-secondary school training in welfare, welfare institute management, social welfare or some other specialty relevant to the position.

NOTE: Normally, approved post-secondary school training involves approximately 2400 hours of study in attendance at a post-secondary educational institute.

- Successful completion of secondary school or equivalency.

NOTE: (a) The "successful completion of secondary school" qualification must be coupled with acceptable experience as specified under the heading Experience.

(b) Workers with experience related to the duties and responsibilities of the position being staffed, who do not possess the "successful completion of secondary school" qualification prescribed above, may be accepted on the basis of:

- (1) required performance on PSC Examination 320 coupled with acceptable experience as specified under the heading Experience; or
- (2) an acceptable combination of education, training and experience.

Occupational Certification Factor

This factor is applicable to positions in this Group requiring occupational credentials. Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the Occupational Certification considered necessary.

NOTE: Occupational Certification qualifications must not be used without permission from the Public Service Commission through the PSC Staffing Program concerned.

Achievement, Skills or Aptitudes Factor

This factor is applicable to positions in this Group where a prescribed level of achievement, or proficiency in certain skills, or possession of relevant aptitudes is to be assessed by examination or tests.

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of applicable achievement, skill or aptitude requirements, or the name or type of examination or test on which required performance will be necessary.

Language Requirement Factor

This factor is applicable to all positions in this Group.

From the qualifications listed below, determine which one is applicable to the position to be staffed.

- A knowledge of the English language is essential for this position. - A

knowledge of the French language is essential for this position.

- A knowledge of either the English language or the French language is essential for this position.

- A knowledge of both the English language and the French language is essential for this position.

Experience Factor

This factor is applicable to positions in this Group for which it is necessary to have had previous experience related to the duties and responsibilities involved. Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the experience considered necessary. Following is an example of an Experience qualification.

"Experience - Experience in developing, evaluating and administering a placement and relocation program for native people and in conducting research and feasibility studies; experience in supervision."

NOTES ON BASIC REQUIREMENTS

- (a) To raise Basic Requirements for positions in this Group above the minima prescribed, permission must be obtained from the Public Service Commission.
- (b) When used in regard to Basic Requirements, terms such as "recognized", "eligibility", "approved", "acceptable", "accredited", or "equivalent" refer to acceptability for staffing purposes as regulated by the Public Service Commission through the PSC Staffing Program concerned.
- (c) The assessment of Basic Requirements is to be based on performance demonstrations involving the use of tests or examinations, educational or occupational credentials, or other evidence available at the time of the screening process.

RATED REQUIREMENTS

Knowledge Factor

This factor is applicable to most positions in this Group. It may not be applicable to positions used for developing inexperienced personnel.

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the Knowledge considered necessary. Following is an example of a Knowledge qualification:

"Knowledge - Knowledge of the Indian Act and Regulations."

Abilities Factor

This factor is applicable to most positions in this Group. It may not be applicable to positions used for developing inexperienced personnel.

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the Abilities considered necessary. Following is an example of an Abilities qualification:

"Abilities - Ability to resolve operating problems, schedule and assign work, and assess staff performance."

Personal Suitability Factor

This factor is applicable to all positions in this Group.

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the Personal Suitability considered necessary. Following is an example of a Personal Suitability qualification:

"Personal Suitability - Tact, initiative and persuasiveness particularly in dealing with native people and outside agencies."

DESIRABLE QUALIFICATIONS

Based on the duties and responsibilities of the position, include in the Statement of Qualifications a description of the qualifications considered desirable, if any. Following is an example of a Desirable Qualification:

"Ability to communicate in a local Indian dialect."

PREPARATION OF A STATEMENT OF QUALIFICATIONS

The steps involved in preparing a Statement of Qualifications are as follows:

1. Gain a thorough understanding of the duties and responsibilities for the position to be staffed.
2. Review this Selection Plan carefully.
3. Examine the examples of Statements of Qualifications presented in Part III of this Standard in order to become familiar with the format and sorts of qualifications required for positions in this Group.
4. Based on the duties and responsibilities of the position, describe the qualifications required for the position under the appropriate Component, Sub-Component, and Selection Factor headings.

NOTE: The examples of Statements of Qualifications provided in this Standard are for illustrative purposes only. It is not necessary, therefore, to adhere to the qualifications specified in the examples when staffing, positions on which the Bench-Mark Position Descriptions are based, or when staffing positions of a similar nature.

In determining which qualifications are to be included in the Statement of Qualifications, the prime considerations are:

- (a) their relevancy to the duties and responsibilities of the position; V;
- their accessibility for selection purposes; and
- (c) their value in differentiating between candidates.

In arranging qualifications within each Selection Factor they should be laid out in a style and in patterns that:

- (a) combine closely-related qualifications;
- (b) obviate unnecessary duplication and verbiage;
- (c) emphasize salient features; and
- (d) facilitate assessment and selection.

The completed Statement of Qualifications specifies the qualifications for staffing the position, and the contents are to be used as a basis for:

- (a) advertising notices;
- (b) initial screening of applicants;
- (c) developing a selection rating guide; and
- (d) rating and ranking of candidates.

RATING GUIDE

In assessing the qualifications of candidates for a position, a narrative or numerical rating plan may be used.

Following is an illustration of a format for a selection rating guide using qualifications contained in the Example of a Statement of Qualifications for BMPD No. 9. Basic Requirements are not included in the rating guide, since, as minimum criteria, they will have been taken into account during the initial screening to determine which applicants were qualified for further consideration. The ranking of the remaining candidates is accomplished through rating them on the Rated Requirements, and the Desirable Qualifications, if any, that are specified in the Statement of Qualifications for the position being staffed.

SUGGESTED FORMAT

ALLOTTED RATING	PASS RATING	MAXIMUM RATING
--------------------	----------------	-------------------

A. RATED REQUIREMENTS

Knowledge Factor

Knowledge of:

1. The Indian Act and Regulations, and departmental administrative and financial regulations.
2. The culture, traditions, attitudes and socio-economic conditions of the Indian Community.

ALLOTTED RATING	PASS RATING	MAXIMUM RATING
--------------------	----------------	-------------------

3. Indian Organizations.
4. Municipal Affairs and of provincial legislation and programs affecting the field of Local Government.

Total Knowledge Factor

Abilities Factor

Ability to:

1. Develop administrative policies and procedures related to Band Local Government.
2. Direct and coordinate varied programs related to activities such as recreation, community development and training.
3. Conduct counseling sessions and meetings and prepare contracts, reports and correspondence.

Total Abilities Factor

Personal Suitability Factor

1. Effective interpersonal relationships.
2. Tact and discretion particularly in explaining the reasons for withdrawing projects and turning down proposed projects.

Total Personal Suitability Factor

Total Rated Requirements

Welfare Programs

ALLOTTED RATING	PASS RATING	MAXIMUM RATING
--------------------	----------------	-------------------

B. DESIRABLE QUALIFICATIONS

Ability to communicate in a
local Indian dialect.

N/A

Total Desirable Qualifications

Rating for:

Rated Requirements

Desirable Qualifications

COMBINED RATING

COMMENTS:

ASSESSMENT INSTRUCTIONS

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Basic Requirements are assessed as minimum criteria on a pass/fail basis and are not to be rated by degree. Applicants must meet at least the minimum standard required for each applicable Selection Factor, or they are eliminated from further consideration.

RATED REQUIREMENTS

The relative importance of Selection Factors and Qualifications related to the duties and responsibilities of the position being staffed is determined by those administering the selection process. The weightings which may be applied to Selection Factors and Qualifications in the case of a numerical rating plan, and the differences in emphasis which may be assigned to Selection Factors and Qualifications when a narrative rating plan is used, must be applied consistently throughout the assessment process.

In assessing Rated Requirements candidates must achieve an overall pass rating on the aggregate of Qualifications contained within each Selection Factor. Where a numerical rating plan is used candidates must achieve a pass mark of at least sixty percent on each applicable Selection Factor. In the case of a narrative rating plan candidates must meet at least the minimum degree of Qualifications required for each applicable Selection Factor. Candidates who fail to gain an overall pass rating on each applicable Selection Factor are eliminated from further consideration.

DESIRABLE QUALIFICATIONS

Once candidates have met the Rated Requirements, any credit given for Desirable Qualifications specified in the Statement of Qualifications is to be added to the rating for Rated Requirements to reach a composite assessment. As credit given for Desirable Qualifications has an effect on the ranking of individuals, Desirable Qualifications must be assessed with the same care and consistency as that given to Rated Requirements. The total maximum marks allowed for Desirable Qualifications must not exceed ten percent of the total maximum marks allowed for Rated Requirements. This percentage may also serve as a guide in establishing the degree of emphasis that may be given to Desirable Qualifications when a narrative plan is used.

Welfare Programs

PART III

BENCH-MARK POSITION DESCRIPTIONS

AND STATEMENTS OF

QUALIFICATIONS

January 1977

PART III

BENCH-MARK POSITION DESCRIPTIONS

AND

STATEMENTS OF QUALIFICATIONS

INTRODUCTION

Bench-mark Position Descriptions are intended to exemplify the degrees of each classification factor and element in the position classification and evaluation plan. They are based on actual positions allocated to the Welfare Programs Group but, because they serve to exemplify degrees, their value for that purpose continues even when the actual positions undergo changes.

The contents of Bench-mark Position Descriptions serve to illustrate the types of information used as a basis for the classification of positions and the development of Statements of Qualifications for the selection of people to fill those positions.

Examples of Statements of Qualifications are intended to illustrate the selection factors and qualifications provided for in the selection plan which are relevant to the Bench-mark Position Descriptions. When staffing a position on which a Bench-mark Position Description is based, the example of a Statement of Qualifications provided for a Bench-mark Position Description may be used as shown or modified to meet current requirements. For other positions, a suitable statement of Qualifications must be prepared.

Welfare Programs

BENCH-MARK POSITION DESCRIPTIONS AND
EXAMPLE STATEMENT OF QUALIFICATION INDEX

LEVEL	DESCRIPTIVE TITLE POINTS	TOTAL	BM No.	BMPD Page*	S of Q Page*
1	Senior Child Care Worker	184	1	1.1	1.4
1	Welfare Officer	214	2	2.1	2.4
2	Welfare Services Counselor	301	3	3.1	3.6
2	Agency Assistant, Indian Affairs, St. Regis Agency, Ontario Region	336	4	4.1	4.5
3	Local Government Advisor	409	5	5.1	5.9
3	Inmate Classification Officer, Canadian Penitentiary Service	413	6	6.1	6.5
3	Parole Officer	443	7	7.1	7.5
4	Community Development Specialist, Indian Affairs	531	8	8.1	8.5
4	Regional, Local Government Administrator, Toronto, Ontario	547	9	9.1	9.8
4	Regional Placement and Relocation Specialist, Quebec Region, Indian Affairs	548	10	10.1	10.6
4	District Representative, Small District Office	562	11	11.1	11.7
5	District Director, Veterans Welfare Services	638	12	12.1	12.6
5	Supervisor of Placement and Relocation, Ottawa	702	13	13.1	13.5
7	Chief, Social Programs Division, Ottawa	918	14	14.1	14.6

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level: 1

Descriptive Title: SENIOR CHILD CARE WORKER

Point Rating: 184

Summary

Under the direction of the Student Residence Administrator, provides for the physical care and development of Indian children residing in a federal educational institution; promotes healthy mental, emotional and social development of children; provides counsel to children with behavioral problems; arranges for specialist attention and performs other duties.

Duties

% of Time

- Provides for the physical care of pre-adolescent and adolescent children
 - by assisting individual children in the daily routine of eating, bathing, dressing, toileting, recreation and going to bed,
 - by assisting sick, injured, frightened or unhappy children in times of stress,
 - by counseling in matters of personal hygiene,
 - by supervising older children in their responsibilities for clothing care, general housekeeping and the daily routine of institutional living.30

- Promotes healthy emotional and social development of children
 - by demonstrating sincere interest in and respect for the individual child's feelings, point of view, experience and background,
 - by interpreting to the children the expectations and requirements of the residence,
 - by limiting and controlling behavior in accordance with the standards and requirements of the residence,
 - by consulting with the Residence Administrator or Child Care Specialist concerning problems that individual children are experiencing,
 - by arranging appropriate referrals when specialized attention is required.30

- Fosters the satisfactory mental development of children as students
 - by ensuring that the conditions under which individual study takes place are physically and psychologically conducive to the success of the learning process,10

% of Time

- by encouraging children to progress in their educational endeavors,
 - by consulting with the administrator, teachers and specialists on questions of personal adjustment that may affect a child's educational advancement,
 - by arranging for tutorial help or special homework assignments when deemed necessary.
- Provides emotional support and counsel to correct unsatisfactory behavior in students
- by identifying the problem and developing an awareness of its extent and the need for correcting action,
 - by establishing the source of stress and considering means of alleviating its cause,
 - by helping the student channel aggressive and hostile feelings into constructive behavior,
 - by encouraging the student to acquire a better awareness of his responsibilities and the implications of his behavior,
 - by identifying to the student any handicaps, to effective behavior such as faulty terms of reference, inadequate self-control or undesirable habits.
- 20
- Performs other duties such as completing child care documentation of student progress by detailed recording and reporting of student adjustment patterns, organizing and participating in special trips and activities, and occasionally driving the residence bus.
- 10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a knowledge of dynamic behavior sufficient to understand and identify children's needs. It requires the ability to recognize and alleviate stress. A good understanding of Indian culture relating to child development is necessary, as well as the personality attributes and ability to relate easily to children. This knowledge is normally acquired through the completion of a formal course in child care work or a combination of suitable academic qualifications and experience.

A1 60

	<u>Degree</u>	<u>Points</u>
<u>Knowledge - Continuing Study</u>		
The work requires continuing study of departmental and central agencies directives and manuals relating to child care work. It also requires maintaining current knowledge of programs, activities and services available from other welfare service agencies in the area.	1	10
 <u>Problem Solving</u>		
The work requires the resolution of varied problems arising from the physical, mental, emotional and social adjustment of children in a boarding school environment. It requires identifying children's needs and concerns and determining the nature and extent of remedial action needed. Judgment must be exercised in differentiating between problems that can be alleviated through the employment of child care techniques and those requiring professional treatment. Discretion and initiative is required in planning activities and programs based on the needs of children both as individuals and as students. Recommendations are made to an officer at the junior level of the Administrative and Foreign Service Category.	A1	70
 <u>Contacts</u>		
The work requires contacts with parents, teachers and school principals in matters of education, and with representatives of community-based treatment services such as mental health and provincial child welfare agencies in matters of emotional and physical health.	A2	44
 <u>Supervision</u>		
There is normally no requirement for supervision attached to this position.	-	-

EXAMPLE OF A
STATEMENT OF QUALIFICATIONS

FOR

B.M.P.D. No. 1: SENIOR CHILD CARE WORKER (WP-1)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- | | |
|----------------------|---|
| Education | - Successful completion of secondary school or equivalency. |
| Language Requirement | - A knowledge of the English language is essential for this position. |
| Experience | - Experience in the care and development of children. |

RATED REQUIREMENTS

- | | |
|------------------|---|
| <u>Knowledge</u> | - Knowledge of interviewing and counseling techniques relating to children.
- Knowledge of the principles of child development.
- Knowledge of family life in the Indian culture. |
| <u>Abilities</u> | - Ability to identify and evaluate emotional and social needs of Indian children.
- Ability to determine nature and extent of remedial action for behavioral problems.
- Ability to prepare reports and correspondence. |

Personal Suitability

- Effective interpersonal relationships.
- Tact, patience and understanding particularly in dealing with native children and member's of their families.

DESIRABLE QUALIFICATIONS

- Ability to communicate in the local Indian dialect.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 2

Level: 1

Descriptive Title: WELFARE OFFICER

Point Rating: 214

Summary

Under supervision of the Social Welfare Supervisor, interviews clients to ascertain the nature of their problems, provides advice and information to clients and initiates measures to resolve problems through referral to departmental and non-departmental sources of assistance, assists in the provision of casework and counseling services, maintains cooperative working relationships with employees of the department and associates in other organizations; and performs related duties.

Duties

% of Time

- | | |
|--|----|
| - Interviews veterans and their dependents to ascertain the nature of perceived economic, social or other problems. | 25 |
| - Determines the applicability of benefits and services available from the department, other governments, private agencies and organizations, that meet clients' needs. | 5 |
| - Informs clients of the nature and the conditions governing the provision of benefits and services by the department and/or other organizations. | 10 |
| - Arranges for referral of clients to departmental and non-departmental sources of assistance, in accordance with established procedures; <ul style="list-style-type: none">- explaining to officials or representatives the nature of clients problems,- assisting clients to apply for benefits and services involving the completion of forms, the assembly and verification of certificates or documents and the notarization of claims,- writing reports to describe clients, problems or circumstances and to make recommendations respecting the provision of assistance. | 25 |
| - Assists in the provision of casework and counseling services by <ul style="list-style-type: none">- interviewing clients receiving casework services to evaluate progress, | 15 |

Welfare Programs

B.M.P.D. No. 2

	<u>% of Time</u>
- consulting with supervisor or welfare counselor respecting needs for continuation of casework or other services required to improve client's circumstances.	
- Maintains cooperative working relations with other employees of the department, and associates in public and private welfare, social or service agencies to exchange information respecting programs and clients, obtain assistance for clients and to ensure under standing and observation of respective fields of responsibility.	15
-Performs other related duties such as conducting correspondence, obtaining data concerning social and economic conditions for inclusion in operational reports, attending workshops, seminars and conferences, assisting in the orientation of newly appointed employees and serving as required on Committees.	5

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of the legislation administered by the department, of the benefits and services that are available to veterans through depart mental sources and from service and social organizations and of the programs and activities of public and private welfare agencies in the district. It requires experience in interviewing and advising clients who are in difficulties and in identifying cases requiring professional assistance. This knowledge is normally acquired through completion of secondary school education, completion of a departmental training course and study sessions, and one year of related experience.

A1 60

Knowledge - Continuing Study

The work requires continuing study of departmental welfare programs, procedures and directives, of programs and activities of other welfare service agencies in the district, and of services available from ser vice and social organizations.

1 10

	<u>Degree</u>	<u>Points</u>
<u>Problem Solving</u>		
The work is carried out in accordance with established methods and procedures, and guidance from supervisors is normally readily available. Work in the field is normally under direct supervision. Judgment is required in identifying problems of clients and in making appropriate referrals. Discretion is required in interviewing clients and conducting investigations. The activities affect the well-being of clients and their families.	A1	70
<u>Contacts</u>		
The work requires contacts with clients and their families, landlords, employers, members of the general public, and associates in public and private welfare agencies and social organizations to exchange information and to obtain their assistance or agreement in making arrangements for welfare assistance.	B2	74
<u>Supervision</u>		
There is no requirement for supervision.	-	-

EXAMPLE OF A
STATEMENT OF QUALIFICATIONS
FOR

B.M.P.D. No. 2: WELFARE OFFICER (WP-1)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- | | |
|-----------------------------|---|
| <u>Education</u> | - Successful completion of secondary school or equivalency. |
| <u>Language Requirement</u> | - A knowledge of the English language is essential for this position. |
| <u>Experience</u> | - Experience in interviewing in relation to the provision of social, economic or rehabilitative assistance. |

RATED REQUIREMENTS

- | | |
|-----------------------------|--|
| <u>Knowledge</u> | - Knowledge of interviewing and counselling techniques.

- Knowledge of district welfare agency programs and of services available from service and social organizations. |
| <u>Abilities</u> | - Ability to evaluate social, economic and vocational problems.

- Ability to determine benefits and services available and to arrange for referral of clients.

- Ability to conduct investigations and prepare reports and correspondence. |
| <u>Personal Suitability</u> | - Effective interpersonal relationships.

- Tact and discretion, particularly in conducting investigations and in dealing with clients and members of their families. |

Welfare Programs

B.M.P.D. No. 3

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 3

Level: 2

Descriptive Title: WELFARE SERVICES COUNSELOR

Point Rating: 301

Summary

Under general supervision provides case work service to veterans and their dependents involving social, economic and rehabilitation problems; carries a limited case load of complex cases; establishes and maintains effective working relations with a variety of public and private health, welfare, educational and service agencies, veterans organizations and potential employers; provides advice and information to clients, arranges for financial and other assistance, prepares reports and makes recommendations; performs the duties and assumes the responsibilities of an Area Welfare Supervisor when required.

Duties

% of Time

- Provides to veterans, including older registrants and their dependents and those in treatment institutions, a case work service involving social, economic, and rehabilitation, problems, by
 - assessing clients requests, referrals for service from outside sources, and establishing that eligibility exists,
 - assessing thoroughly their social and economic conditions,
 - securing information through examination of Departmental records, interviews with clients, family, and others, to define the nature of a problem and formulate alternative plans with the client for its solution, 20
 - seeking professional opinion in relation to a client's ability to function in the community,
 - maintaining contact with clients through follow-up visits to establish a relationship of complete confidence and mutual understanding and ensure continuity of assistance and guidance,
 - providing clients with accurate information of the resources available through continuing contact, discussion and conference with collateral agencies and their staff, and
 - applying the techniques, theories and principles of social case work in order to motivate clients and ensure the best possible use of their abilities and resources.

% of Time

- Carries a limited case load of complex rehabilitation cases and is charged with responsibility for motivating clients towards gainful employment by
 - acquiring a thorough knowledge of clients' employment history and potential, through repeated interviews, to complete as accurate an employment history as possible,
 - securing medical and psychological assessments to determine the veteran's ability to function in the current job market, 15
 - discussing problems with previous employers and agencies with whom client may have had contact,
 - referring client to Canada Manpower or prospective employers to obtain employment or suggest alternatives,
 - consulting with more experienced staff members for advice and suggestions to ensure that no possible avenue of assistance is missed, and
 - offering continual support and encouragement to motivate the client to use all his own and all the community resources to help him return to work.

- Establishes and maintains effective working relations with a variety of public and private health, welfare, educational and service agencies, veterans organizations and potential employers to ensure that a friendly, co-operative and mutually advantageous relationship is established for the solution of client problems by
 - contacting associates and officials frequently, in person, by correspondence, and phone, 10
 - acquiring a good working knowledge of the programs operated by various service agencies,
 - making accurate and adequate referrals,
 - participating in meetings and discussions in order to resolve mutual problems and gain a better understanding of the community resources available to assist clients, and
 - by attending seminars and conferences.

- Provides advice and information to clients, and arranges for financial and other assistance by 40
 - interviewing veterans and their dependents,

% of Time

- obtaining and verifying information on military service and residence through review of records and other checks,
- assessing a client's needs in relation to the benefits available under the veterans legislation,
- outlining the department's welfare and financial assistance programs and the services available from other public and private agencies,
- determining the appropriate source of assistance and making referrals,
 - identifying cases that require professional assistance,
- obtaining authorization for payment of emergency assistance from special funds to solve non recurring problems,
- contacting landlords to find suitable accommodation for clients,
- assisting in the completion of applications for payment of benefits and assistance to ensure that the client receives under social legislation the benefits to which he is entitled (e.g. Mincome, G.I.S., Welfare),
 - recommending to adjudicating and other bodies approval of application for benefits, and
 - consulting frequently with supervisor in order that, by their joint efforts, all possible sources of assistance are explored.

- Performs other related duties including serving as a member of district adjudicating bodies, advisory committees and selection boards; relieving as an Area Welfare Supervisor; assisting in servicing Area Welfare Supervisor overload; contributing to training and development of Welfare Service Assistance and administrative support staff members who may be assigned for guidance or supervision.

15

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of the legislation administered by the department, of the benefits and services that are available to veterans through the department and service and social organizations and of the programs and activities of public and private agencies in the district that provide Welfare Services. It requires

A2 87

Degree Points

some knowledge and understanding of behavior, motivation and counseling techniques.

It requires experience in assessing clients' problems, interviewing, advising and guiding clients who are disabled by injury, physical or mental illness or age or suffering from economic hardship or social disadvantage. It also requires experience in working with professional staff and allied social welfare organizations. This knowledge is normally acquired through studies in a social science or social work field coupled with completion of secondary school and related experience.

Knowledge - Continuing Study

The work requires continuing study to keep current with procedures, precedents and directives related to departmental welfare programs and with the programs and activities of other welfare service agencies in the areas that are related to Social Work, Gerontology, Vocational Adjustment and Guidance, Public Assistance. It also requires an up-to-date knowledge of the services available from social and service organizations.

1 10

Problem Solving

There is a requirement in the position to analyze the social, economic and vocational problems of clients in order to determine and attribute causes and develop an approach related to the client's capacities and environment which will offer the best chance of a successful resolution. There is also a requirement for the incumbent to serve as a motivating and change agent. Judgment is exercised in advising and counseling the veteran and his dependents and in making recommendations to adjudicating bodies for payment of financial benefits.

B1 116

The client-incumbent relationship may extend over lengthy periods of time with a significant and long-term effect on the restoration or maintenance of the client's well-being. Guidance is normally available from superiors on complex cases. Recommendations are made to officers at the Junior (WP 3) and intermediate administrative levels.

Degree Points

Contacts

The work requires interviewing clients and members of their families and exchanging information with treatment and welfare staff of the Department, landlords, employers and associates in public and private welfare agencies and in service and social organizations. It is also necessary to obtain the co-operation and assistance of associates in public and private organizations in conducting rehabilitation measures for individuals and occasionally to persuade company officials to hire handicapped veterans.

B3 88

Supervision

There is a requirement for supervision of 1-2 employees of WP 1 level on an intermittent basis.

- -

EXAMPLE OF A

STATEMENT OF QUALIFICATIONS

FOR

B.M.P.D. No. 3: WELFARE SERVICES COUNSELOR (WP-2)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Successful completion of approved post secondary school training in welfare work, welfare institute management, social welfare or some other specialty relevant to this position.

Language Requirement

- A knowledge of both the English language and the French language is essential for this position.

Experience

- Experience in providing a case work service involving social, economic and rehabilitative assistance.

RATED REQUIREMENTS

Knowledge

- Knowledge of legislation, benefits and services available for social, economic and rehabilitation assistance.
- Knowledge of the techniques, theories and principles of social case work.
- Knowledge of the characteristics of human behavior including motivational drives.
- Knowledge of interviewing and counseling techniques.

Abilities

- Ability to evaluate the social, economic and vocational problems of clients.
- Ability to prepare case work studies and to plan remedial action.

- Ability to conduct meetings, and
prepare reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Tact, discretion and persuasiveness,
particularly in dealing with clients
and members of their family, treatment
and welfare associates and prospective
employers.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 4

Level: 2

Descriptive Title: AGENCY ASSISTANT, INDIAN AFFAIRS,
ST. REGIS AGENCY, ONTARIO REGION

Point Rating: 336

Summary

Under general supervision of the St. Regis Agency Superintendent, supervises operational staff engaged in minor new construction and maintenance and other related services; fosters the improvement of the social, economic and domestic living conditions of agency Indians and encourages the band council to assume greater responsibilities; participates in the administration of the agency office in such matters as land and property transactions, service contracts, and supervision of staff; and performs other related duties.

Duties

% of Time

- Supervises 5 to 20 operational staff (nine man-years) engaged in minor new construction and maintenance of buildings (including three schools) and roads on reserve lands, and the maintenance and driving of two 60-passenger school buses
 - by giving instructions to staff, scheduling work, organizing crews, controlling time, assessing performance and certifying pay-lists,
 - by determining work requirements for construction and maintenance, establishing priorities and estimating costs,
 - by establishing routes and schedules for school buses through consultation with the Indian school committee and the school superintending principal,
 - by authorizing the issue of materials, and
 - by inspecting work in progress and on completion.

- Fosters the improvement of the social, economic and domestic living conditions of agency Indians and encourages the band council to assume greater responsibilities
 - by advising individuals and families on the resolution of personal, financial, building and other problems and referring them, on major problems, to professional and technical specialists,

% of Time

- by bringing to the attention of Indians their eligibility for standard welfare and social benefits and ensuring that applications are properly completed,
 - by reviewing applications from Indians for repairs to houses and obtaining decisions from the band council on priorities,
 - by advising and guiding the band council on the conduct of business and the management of money,
 - by encouraging regular school attendance,
 - by explaining the conditions under which grants and loans are made and assisting individuals and groups to complete their applications,
 - by helping Indians in the organization of social clubs and community activities, and
 - by maintaining good working relations with representatives of other federal departments, provincial and municipal governments, private agencies, and business and industrial firms who can contribute to the development of Indians.
-
- Participates in the administration of the agency office in such matters as land and property sales, leases and transfers, service contracts, estates and wills, and supervision of a clerical and stenographic staff of five
 - by explaining to Indians the necessary procedures in land matters and helping them complete the appropriate forms,
 - by calling for tenders, recommending approval of contracts, and following up with suppliers awarded contracts by the Department of Supply and Services,
 - by protecting the interests of Indians in the preparation of contracts with non-Indians, 25
 - by authorizing routine payments out of the various trust accounts,
 - by training office staff and explaining procedures and by dealing with difficult problems,
 - by preparing correspondence and reports and signing routine intra-branch memoranda, and
 - by replacing the superintendent during his absence.
-
- Performs other related duties, such as representing the superintendent at band council meetings and meetings of other community groups and committees, finding suitable boarding houses for students on and off the reserve, generally assisting the superintending principal and the community development specialist in the promotion and conduct of their respective programs, attending courses, seminars and conferences, and settling grievances between Indians. 15

Specifications

Knowledge - Education and Experience

The work requires a good knowledge of the Indian Act and associated regulations and of administrative and financial regulations and directives. It also requires knowledge of the welfare programs of the Federal Government and those of the provinces of Ontario and Quebec, of the services available from public and private organizations in the area, and of the attitudes of the Indian population in the agency. Experience is required in general administration, including the supervision of operational and office employees, and in working with people at different social and economic levels. This knowledge is normally acquired through completion of secondary school and four years of related experience.

A2 87

Knowledge - Continuing Study

The work requires continuing study of departmental directives concerning programs and administrative procedures and of other documents issued by the department regarding community development approaches and techniques. It also requires study of the services available to Indians from other federal departments, provincial departments of Ontario and Quebec, and private agencies.

1 10

Problem Solving

The work requires the resolution of problems such as estimating cost of work projects, time required to complete work projects and extent of welfare assistance to be granted. Such problems are generally of a repetitive nature and solutions are based on precedents and established guidelines; more difficult problems such as staff disciplinary matters, the rescheduling of priorities, and cases involving judicial action are referred to the superintendent. However, discretion and initiative are required in settling grievances between Indians, in promoting their participation in community activities, and in providing advice to band leaders on the management of their affairs. The activities affect maintenance of departmental property and equipment values at approximately

B1 116

Welfare Programs

B.M.P.D. No. 4

Degree Points

\$600,000 and including three schools with a total of 16 classrooms, roads on the reserve, and two 60-passenger school buses, general administration of the agency operations, and achievement of branch objectives. Recommendations are made to an officer at the intermediate administrative level.

Contacts

The work requires contacts with Indians, members of the general public, local businessmen and associates in public and private agencies to exchange information and obtain services. It also requires contacts with the St. Regis Indian Band Council to give them information and advice, to persuade them to assume greater responsibilities, and to obtain their assistance in dealing with agency problems.

B2 74

Supervision

The work requires the supervision of five employees in the administrative support category and five in the operational category, and casual employees with service totaling four man-years.

C1 49

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 4: AGENCY ASSISTANT, INDIAN AFFAIRS, ST. REGIS AGENCY, ONTARIO REGION (WP-2)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Successful completion of secondary school or equivalency.

Language Requirement

- A knowledge of both the English language and the French language is essential for this position.

Experience

- Experience in the administration and supervision of activities related to community development and experience in working with native people.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Indian Act and Regulations.
- Knowledge of welfare services available from the federal and provincial governments and from other public and private organizations.
- Knowledge of business practices, money management and land and property regulations.

Abilities

- Ability to set priorities, schedule and assign work, estimate cost, resolve work problems, and assess staff performance.
- Ability to communicate in a local Indian dialect.

- Ability to conduct interviews and meetings, and prepare contracts, reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Discretion, initiative and persuasiveness, particularly in fostering improved social, economic and domestic conditions for agency Indians.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level: 3

Descriptive Title: LOCAL GOVERNMENT ADVISOR

Point Rating: 409

Summary

Under the direction of the Local Government Supervisor, provides consultant services to Indian Band Councils, staff and members; advises, guides and encourages self-determination by the Indian people within the District through the establishment of local government on Indian reserves; participates in the community development of the District; provides advice and guidance to Band Councils and staffs regarding contributions to Bands and the procedures involved, and assists in their implementation; acts in a liaison capacity between the Department and the Indian People, Other local organizations and levels of government, and between adjacent communities and the Indian people; identifies training needs, and performs other duties.

Duties

% of Time

- Provides technical and consultative services to Band Councils, staff and membership in respect to sound local government procedures, principles, and other related matters in order to help Bands develop the most effective administrative system for their own use: 25
 - by advising Band Councils and staff on the preparation of budgets for the community and reviewing budgets presented together with financial statements;
 - by reviewing progress, practices, and problems of Band administration and making recommendations to the Band Council on problem areas, and to the District Supervisor on program responsibilities, as responsibility is turned over to the Bands;
 - by explaining to Band Council staff and membership the regulations, directives and administrative procedures made under the Indian Act in relation to Local Government and its programs;
 - by performing a supervisory function in respect to the regulatory aspects of local management (i.e., Band elections, referenda, by-laws etc.);
 - by assisting the Band Council when requested in the preparation of formal briefs, papers, resolutions or by-laws and the administration of government programs;

- by attending Council and Band meetings;
 - by determining the concept of local government that Band Council and membership have, and assisting them to achieve their goal of self-determination.
- Advises and guides Indian participation in non-Branch local government programs, activities, legislation and structures and encourages self-determination by the Indian people within the District through the establishment of Local Government on Indian Reserves in order to assist in the development of the people on the Reserves thus helping to achieve the objectives of the Department;
- by applying all provincial legislation and programs which operate through or for local government and advising on their operation for Indians;
 - by reviewing all court decisions affecting local management in the District, in particular their effects on Band Council jurisdiction, and advising the District Office of decisions which should receive their further consideration;
 - by keeping informed, examining, and evaluating alternative forms, methods, and structures of local government (particularly provincial structures) and establishing their adaptability to the needs and desires of the Indian people in the District and the roles which may be played by the Indian people in the provincial/municipal structure, (including regional concepts) and by keeping the Band Councils informed of the latest developments in municipal government and applicable legislation;
 - by administering Regional programs or National programs applicable to the District which encourages the development of local management of Band affairs;
 - by ensuring that Branch programs related to Local Government (i.e., community development, community improvement, Band liaison, leadership training etc.) are effectively coordinated within the District and related to the local municipal government programs, and other Branch programs;
 - by discussing with all Departmental field staff in the District the aims and objectives of the Local Government program to ensure they understand the theories and to obtain their assistance in the encouragement of local decision-making by Indian Bands;

20

- by constantly reviewing the Indian Act, the Regulations made thereunder, Departmental Directives and Administration; and applying procedures which are likely to facilitate local decision-making and programming by the Band or its Council;
 - by attending Council and Band meetings;
 - by determining the concept of local government that Band Council and membership have, and assisting them to achieve their goal of self-determination.
-
- Works in cooperation with the community development being carried out in the District in order to provide communities, federal staff, and others concerned: 10
 - by observing district staff communications and operations with Indian people, communities, groups and associations;
 - by suggesting procedural changes and other methods of improving relationships with Indian communities, provincial and other federal department in the District, other organizations, businesses and the general public;
 - by assisting provincial, district councils, Indian associations and other groups in the District endeavoring to operate Community Development or Band Liaison programs with advice and training when requested;
 - by ensuring that Community Development and Band Liaison programs in the District effectively operate with and for the local Indian community and its programs with provincial and Branch and other federal government programs where involved (i.e., L.I.P., Housing Assistance Programs);
 - by stimulating and supporting recreational activities, women's organizations and other groups which help develop and promote community awareness and development within a Band or community;

- by being aware of the modern trends and training available for Indian people or staff in the Community Development areas, particularly in Audit Education.

 - Provides advice and guidance to Band Councils and Staff regarding the availability and utilization of Contributions to Bands and the programs involved (including administrative contributions) and assists in the implementation, so that Indian communities will be able to take the greatest possible advantage of these grants and contributions:
 - by studying and becoming knowledgeable about all aspects of Contributions to Bands program and its application within the District;
 - by promoting within an Indian community an interest in and an understanding of the programs available under the Contributions to Bands program, encouraging Bands to develop skills and take responsibility for various aspects as they feel capable and advising as requested;
 - by determining the share of the budget which is a proper charge to the Federal government under the program for individual Bands and collectively in the District and recommending approval;
 - by explaining the Departmental Contributions to Bands program to other District Branch staff, implementing the administration of the Contributions and Grants Programs with Band Councils and staff and assisting the Bands in problems related thereto;
 - by maintaining complete and accurate statistics and records of all applications in the District;
 - by observing the effects and operation of the contributions to Bands programs within the District and making suggestions and proposals through appropriate channels for changes and improvements in subsequent years;
 - by stimulating and supporting recreational activities, women's groups, libraries, and other activities which help develop and promote community development within a Band or community.
- 15

% of Time

- Acts in a liaison capacity between the Department and the Indian people, between the Department and other local organizations and levels of government and between adjacent communities, local organizations and other levels and the Indian people when requested in order to help the intercommunication, relationships and understanding between the Department, other local communities, organizations, governments and Indian communities: 10
 - by monitoring contractual negotiations when requested between Band Councils and the Councils of adjoining municipalities;
 - by keeping Band Councils aware that local government associations within the District are encouraged to include Band Council representation within their programs including membership, conferences, assistance and information;
 - by encouraging Band Councils and Associations to include local municipalities and government associations within their programs, (e.g., municipal services, roads, utilities etc.);
 - by meeting with local, provincial and other federal government or agency representatives to discuss legislation and programs which may affect the Indian people or Councils within the District;
 - by helping to establish a rapport and mutual understanding between Band Councils and the Councils and staff of adjacent non-Indian municipalities;
 - by attending and obtaining the advice, assistance and academic expertise from other agencies on the subject areas of Indian Bands and local government administration, taxation, constitutional law etc.

- Identifies training needs in cooperation with other professional services, Indian Band Councils and Band staff to help provide training experiences for Band Councils, staff, and members also to keep other District and Agency staff aware of latest trends, programs and procedures and so better equipped to provide the technical and consultant services expected of them: 10
 - by distributing guidelines, administrative directives, training or informational brochures and papers;

- by researching and determining in conjunction with the Indian people concerned, the information and training needs of the Band Councils, staff membership in the fields of local government, financial management etc. and on the basis request appropriate training programs;
 - by providing or arranging for appropriate publications, films, film strips, tape recordings and other media for the use of the Indian people, (e.g., local government concepts, fire prevention, sanitation, conduct of meetings etc.);
 - by being aware of the needs and knowledgeable concerning local facilities, resource people and material and other items which may be required to promote training programs or conferences when desired;
 - by fostering and encouraging local and district conferences or meetings of Band staff, Councils, and general membership on the problems, practices and procedures of local government.
-
- Provides consultative services to Band Councils and Indian people on housing (both on and off reserve), roads, and utilities: 5
 - by explaining to Band Councils, staff and membership the regulations, directives and administrative procedures in relation to housing, roads and utilities;
 - by assisting individuals, where necessary with applications for On-reserve Housing Programs in order to ensure that the applications fall within policies and procedures;
 - by assisting individuals where necessary with applications for Off-reserve Housing Programs in order to ensure that the applications fall within policies and procedures.
-
- Occasionally is required to perform other duties such as: 5
 - local field visits to carry out surveys, studies and inspections (e.g., L.I.P., evaluations);
 - maintaining statistics and records;
 - preparing memoranda, letters, reports and forms);
 - administration of estates of deceased Indians;
 - operate a Departmental motor vehicle (with authorization) after normal working hours.

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of the Indian Act and associated regulations and of Departmental policies and the objectives which affect Indian communities; knowledge of administrative, personnel and financial regulations is required as well as a general knowledge of municipal affairs and of provincial legislation affecting Indian Bands; a knowledge of social characteristics of Indian communities and the development of local government in adjacent communities is also a requirement.

The work requires experience in directing and coordinating activities in a wide range of specialties concerned with the provision of self-government. It involves dealing with people having varied ethnic, social and economic backgrounds. This knowledge and experience is normally acquired through university graduation in one of the social sciences, business administration, or economics including a general knowledge of law and specialized training in community development, in addition to four years of related experience.

B2 162

Knowledge - Continuing Study

The work requires continuing study of departmental directives concerning programs and administrative procedure and of documents issued by the department regarding community development approaches and techniques. It is necessary also to maintain knowledge of the welfare programs and procedures of other federal departments, of provincial departments, local municipalities and of social agencies in order to make use of their services on behalf of the Indians.

1 10

Problem Solving

The work requires the ability to make judgments tactfully and consistently in coordinating the many facets in Band management and develop the maximum efficiency in each while interpreting the letter and spirit of the Indian Act as well as the regulations and

B2 163

Degree Points

instructions involved in the duties. Judgment is required also in assessing the provincial or other programs which can be utilized to satisfy the requirements of the Indian communities. Involvement with other representatives from federal or other government departments and agencies involves cooperation and coordination. Decisions are made in consultation with Indian people concerned, the agencies or departments involved and the Local Government Advisor. The implementation of these decisions requires administrative skills and judgment in determining the feasibility of proposed projects in relation to their cost, chances of success, and priority. Decisions, recommendations and method of project implementation can have an impact on the lives of Indian and non-Indian individuals and affect large expenditures.

Recommendations are made to an officer at the intermediate administrative level.

Contacts

The work requires contacts with Indians, members of the general public, local businessmen, and associates in public and private agencies to exchange information and obtain services. Persuasion is frequently necessary in encouraging Indian bands to broaden their areas of responsibility and the agreement of municipal, provincial and other agencies must be sought to further this end. Other contacts include District and Regional staff at all levels to obtain advice and guidance in assisting the Indian people to achieve self-determination.

B2 74

Supervision

— —

There is no requirement for supervision of other employees.

EXAMPLE OF A
STATEMENT OF QUALIFICATIONS

FOR

B.M.P.D. No. 5: LOCAL GOVERNMENT ADVISOR (WP-3)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- | | |
|-----------------------------|--|
| <u>Education</u> | - Successful completion of secondary school or equivalency. |
| <u>Language Requirement</u> | - A knowledge of the English language is essential for this position. |
| <u>Experience</u> | - Experience in general administration and in activities concerning the communal development of the Indian population. |

RATED REQUIREMENTS

- | | |
|------------------|---|
| <u>Knowledge</u> | - Knowledge of the Indian Act and Regulations, administrative, personnel and financial regulations, federal and provincial welfare legislation and programs, and of social services available from public and private agencies.

- Knowledge of the attitudes of Indians and of social and economic conditions of Indian Communities.

- Knowledge of training programs available to Indian people. |
| <u>Abilities</u> | - Ability to provide technical and consultative services to Band Councils regarding government legislation and procedures, community development and training needs. |

- Ability to conduct interviews and meetings, and prepare contracts, reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Tact, discretion and persuasiveness, particularly in dealing with Indians at council meetings, and in acting as liaison between the Indian people and government departments and other organizations.

DESIRABLE QUALIFICATIONS

- Ability to communicate in a local Indian dialect.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 6

Level: 3

Descriptive Title: INMATE CLASSIFICATION OFFICER,
CANADIAN PENITENTIARY SERVICE

Point Rating: 413

Summary

Under the general supervision of the Head of the Living Unit, provides counseling services to 40 inmates, develops corrective programs for new inmates, develops, in conjunction with institutional and after-care agency officers individualized plans for inmates, and performs other duties.

Duties

% of Time

- Develops upon the inmate's admission to a Federal Penal Institution a corrective program according to his needs and personal background
 - by conducting a series of interviews with each inmate to determine his past experience, training, capacities and aspirations,
 - by analyzing pre-sentence, psychiatric, psychological and previous institutional reports and other available information, 25
 - by determining security classification, work placement possibilities, available vocational or academic training and psychological or psychiatric treatment, and
 - by preparing and presenting formal reports to the Case Conference and Regional Classification Board with specific recommendations as to appropriate treatment and training program, type of institution and security classification.

- Provides counseling services to some 40 inmates on a regular basis to effect a desirable change in behavior and attitudes
 - by conducting therapeutic interviews (with individuals and groups) using established techniques, to promote a realization of individual problems and produce more socially acceptable behavior, 40

% of Time

- by reviewing Treatment and Training activities to determine the impact of institutional resources and program components in modifying behavior and attitudes, and
- by discussing upon request of inmates, such matters as attitude, behavior, family matters and program involvement.
- Develops with the inmate, institutional and appropriate after-care agency officers, an individualized plan for inmates, to ensure favorable adjustment of the individual upon return to free society
 - by evaluating with the inmate his response to, and achievement in, the treatment and training program,
 - by discussing with the inmate available programs such as parole, temporary absence, transfer to a reduced security institution, community release centres and half-way houses,
 - by contacting government and volunteer agencies, inmate's relatives, and former or prospective employers, in conjunction with the individual's release plans, and
 - by preparing assessments as to the feasibility of such release plans, and submitting recommendations to institutional and Parole Service authorities.

25

- Performs other duties such as
 - contacting community resources (A.A. groups, provincial Welfare agencies) to promote an awareness of mutual needs,
 - by instructing staff on the role of inmate classification within the institution, and
 - by representing the institution before the Traveling Parole Board.

10

Specifications

Degree Points

Knowledge - Education and Experience

A working knowledge of the Penitentiary Act, Parole Act, Commissioner's Directives, Divisional Instructions and Standing Orders are necessary for the routine management of the job. Planning, implementing and evaluating the treatment aspects of the program requires the incumbent to have a knowledge of human behaviour, motivation, various counselling techniques and institutional and

B2 162

Degree Points

community resources. Knowledge of human behavior is normally acquired through university training, in the Social or Behavioral Sciences. Training in specialized counseling techniques is required. Some experience in corrections and related fields is essential to assessing and relating information on attitudes, personality, behavior and environment to treatment planning. Knowledge and effective use of community resources comes from experience. Experience in related social work disciplines, such as marriage counseling, child care work, mental hospital is valuable in dealing with the social problems of inmates.

Continuing Study

In order to keep abreast of the many developments that are occurring in the field of Treatment and Corrections, the incumbent must read related publications and attend lectures and workshops wherever possible. A familiarity with research methods is most desirable as there is a need, more and more, to evaluate programs.

2 30

Problem Solving

Judgment is required in recommending persons for participation in Temporary Absences and for consideration for parole. In the course of treating inmates, decisions must be made as to how and when individual's specific problems should be approached and dealt with. Probable reactions on the part of the individual and the group must be anticipated and dealt with. Not only must good judgment be exercised in recommending inmates for temporary absences to visit families, but also for employment in the community, as well as general community activities. Release planning also involves judgment and problem solving.

B2 163

	<u>Degree</u>	<u>Points</u>
Contacts		
The incumbent has contact with Institutional staff at all levels, representatives of private and public agencies concerned with the rehabilitation of offenders, perspective employers and actual employers of inmates, representatives of educational and recreational bodies in the community, friends, and relatives of inmates.	A3	58
Supervision		
There is no requirement for the supervision of other staff members.	-	-

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 6: INMATE CLASSIFICATION OFFICER, CANADIAN PENITENTIARY SERVICE (WP-3)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Graduation with an acceptable degree from recognized university with specialization in sociology, psychology, social work, criminology or some other specialty relevant to the position.

Language Requirement

- A knowledge of either the English language or the French language is essential for this position.

Experience

- Experience in conducting therapeutic interviews and in developing a corrective or rehabilitative program.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Penitentiary Act and the Parole Act.
- Knowledge of the fundamentals of motivation and human behavior.
- Knowledge of specialized counseling techniques.

Abilities

- Ability to develop individualized corrective and rehabilitative plans for inmates.
- Ability to evaluate the effectiveness of treatment and training programs.

- Ability to conduct interviews and briefings and prepare counseling and case reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Discretion particularly in making recommendations for temporary absences, release planning and parole.
- Tact and persuasiveness in dealing with institutional staff, inmates, representatives of private and public agencies and prospective employers.

DESIRABLE QUALIFICATIONS

- Knowledge of research methods.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 7

Level: 3

Descriptive Title: PAROLE OFFICER

Point Rating: 443

Summary

Under the general supervision of the District Representative, appraises the suitability of inmates in correctional institutions for release under parole; supervises persons released on parole; establishes and maintains working relations with various public and private agencies, welfare organizations, and others concerned with the rehabilitation of parolees; and performs other duties.

Duties

% of Time

- Appraises the suitability of inmates in correctional institutions for release before completion of their sentences in order to provide comprehensive information and evaluations to the National Parole Board for decision by
 - studying the personal history and other records of applicants for parole,
 - interviewing inmates seeking parole and determining their plans on release and their attitude towards society,
 - interviewing staff of the institution to verify the information obtained from records and the parole applicants,
 - obtaining an assessment of the home and community environment named by the applicant as his destination through interviews, with members of the family, friends, neighbors and prospective employers, or from another agency to determine the applicant's environment on release,
 - arranging for and participating in case conferences with institutional and other officers to obtain information and opinions,
 - relating and assessing the information obtained from records and interviews to report and recommend on the prospects for successful rehabilitation, and
 - having re-assessment interviews with inmates whose parole has been suspended.

50

% of Time

- Supervises persons released on parole to give them guidance and assistance, to ensure that the terms and conditions of parole are followed and to recommend suspension, continuation or revocation of parole, if necessary by
 - counseling parolees on their personal relationships with people in authority and with respect to family and employment problems,
 - recommending authorization of reprimands and issue of warrants of apprehension and suspension, 30
 - reviewing post-release reports from parole supervisors to assess the conduct and progress of parolees, determine the need for action, write cumulative records of the supervision, and recommend modifications of parole arrangements, and
 - having disciplinary interviews with parolees.

- Establishes and maintains working relations with other employees of the department and other departments, police officers, employees of federal and provincial correctional institutions, welfare officers of public and private agencies, and others interested in rehabilitation, to obtain information for appraising the suitability of applicants for parole, to assess the conduct and progress of parolees and to obtain assistance for them 10
by
 - visiting personally, attending meetings, observing jurisdictional responsibility, and co-operating in the conduct of their programs, within the limits imposed by the nature of the work, and
 - addressing groups (such as classrooms), on the work of the parole service.

- Performs other duties, such as explaining parole regulations to inmates, compiling statistics and writing reports, conducting special investigations, post-revocation and post-forfeiture interviews, and attending court hearings. 10

SpecificationsDegree PointsKnowledge - Education and Experience

The work requires a good knowledge of the Parole Act and Regulations and branch directives, knowledge and understanding of human behavior and motivation and counseling techniques; and familiarity with community welfare resources and with the Criminal Code and other related statutes such as the Penitentiary Act, Prisons and Reformatories Act and the Opium and Narcotic Drug Act. It also requires experience in assessing and relating information on attitudes, personality, behavior and environment, and in counseling. This knowledge is normally acquired through university graduation in criminology, psychology, social work or sociology and a number of years of related experience.

B2 162

Knowledge - Continuing Study

The work requires study of legislation, regulations and procedures related to granting, denying, suspending or revoking parole. It also requires continuing study of texts, journals and periodicals related to the assessment of human behavior and motivation in order to make evaluations of the suitability of inmates for parole.

2 30

Problem Solving

The work requires judgment in making recommendations on the paroling of inmates and revoking parole privileges, based on evaluation of information in relation to legislation and directives, suitability of inmates for parole, and conduct and progress of parolees. The recommendations affect decisions to release prisoners from institutions before completion of sentence and also cancellation of parole privileges. The activities affect the success of the rehabilitation of individuals and protection of the public and have a cumulative effect on the success of the parole program. Recommendations are made to an officer at the senior administrative level.

B2 163

	<u>Degree</u>	<u>Points</u>
Contacts		
The work requires contacts with representatives, friends and relatives of inmates, members of the general public, and institutional staff to obtain and provide information. It also requires contacts with employers, police officers, court officers and associates in public and private welfare agencies to obtain co-operation and assistance in the rehabilitation of parolees.	B3	88
Supervision		
There is no requirement for supervision of other employees.	-	-

EXAMPLE OF A
STATEMENT OF QUALIFICATIONS
FOR

B.M.P.D. No. 7: PAROLE OFFICER (WP-3)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Graduation with an acceptable degree from a recognized university with specialization in sociology, psychology, social work, criminology or some other specialty relevant to the position.

Language Requirement

- A knowledge of either the English language or the French language is essential for this position.

Experience

- Experience in counseling at a correctional institution and in the assessment of human behavior.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Parole Act and Regulations.
- Knowledge of human behavior and of motivational and counseling techniques.
- Knowledge of welfare resources and agencies associated with rehabilitation.

Abilities

- Ability to evaluate information relating to the suitability for release of parole applicants.
- Ability to plan and supervise programs for parolees.

- Ability to conduct interviews, briefings and prepare reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Patience and persuasiveness.
- Tact and discretion particularly in making recommendations concerning the granting of parole and the revoking of parole privileges.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 8

Level: 4

Descriptive Title: COMMUNITY DEVELOPMENT SPECIALIST,
INDIAN AFFAIRS

Point Rating: 531

Summary

Under direction of the Regional Director, Indian Affairs, promotes the participation of Indians in their own economic, social and cultural development and assists them to achieve a standard of self-reliance comparable to that of the surrounding non-Indian communities; plans community development approaches and establishes priorities consistent with community needs; cultivates personal relations with Indians, individually and in committees and groups; evaluates the results of past activities; acts as a consultant and intermediary; and performs other related duties.

Duties

% of Time

- Promotes the participation of Indians in their economic, social and cultural development in order that they may learn to manage their affairs effectively and achieve a standard of self reliance comparable to that of surrounding non-Indian communities
 - by stimulating them to analyze their problems,
 - by encouraging them to think objectively, through non-directive counseling techniques, 40
 - by taking advantage of tension situations in an attempt to bring about face-to-face discussions of grievances and controversial issues by opposing parties, and
 - by working with committees and groups and attempting to teach them general problem-solving methods and the fundamentals of organization.

- Plans community development approaches and establishes priorities consistent with community needs
 - by obtaining information from departmental files and records and from other sources such as libraries,
 - by studying the socio-economic characteristics of the Indian community and of the surrounding non Indian communities, including such aspects as their respective cultures, formal and informal social structures, history, traditions, and methods of obtaining a livelihood, 10

% of Time

- by discussions with departmental officers, missionaries, community leaders, and older residents of the area, and
- by reviewing publications issued by federal and provincial departments and other organizations.

- Cultivates personal relations with Indians, individually and in councils, committees and groups, in order to develop the mutual confidence necessary to the success of the community development program
 - by meeting them informally in their homes, at work, and at gathering places, 25
 - by participating in their social, recreational and other activities whenever this can be done without causing resentment, and
 - by explaining the presence of a community development specialist in the community and seeking to impress upon the Indians that no authority is attached to the position.

- Evaluates the results of past activities to determine the validity of premises on which approaches were based and to determine the need for changes in approaches and priorities
 - by examining progress made in areas where efforts have been concentrated, 5
 - by assessing changes in attitudes that have occurred,
 - by obtaining opinions regarding developments from colleagues and seniors in the branch, and
 - by relating achievements to expectations.

- Acts as a consultant and intermediary for Indian committees or individuals to assist them and to increase co operation between Indians and non-Indians
 - by providing advice or obtaining advice from departmental or other sources when it is requested, and 15
 - by opening channels of communication with representatives and officials of other levels of government and of non-Indian groups and agencies.

- Performs other related duties, such as keeping superiors and colleagues informed of activities through discussion and correspondence, training and supervising a junior assistant, and attending seminars and conferences. 5

<u>Specifications</u>	<u>Degree</u>	<u>Points</u>
<p><u>Knowledge - Education and Experience</u></p> <p>The work requires a very good knowledge of the culture, traditions, history, resources and level of development of the Indian community and of the history, attitudes and socio-economic conditions of the neighboring communities, including industrial, educational, recreational and other facilities. It also requires a good knowledge of the principles of individual and group motivation and behavior, of group organization and working methods, and of the techniques of community development work. Experience in community development work and in working with people having different traditions, cultures, and social adjustment problems is required. This knowledge is normally acquired through university graduation in one of the social sciences and six years of experience in related work.</p>	B3	189
<p><u>Knowledge - Continuing Study</u></p> <p>The work requires continuing study of books, journals and periodicals in the fields of psychology, sociology and anthropology, to keep abreast of trends and innovations in community development.</p>	2	30
<p><u>Problem Solving</u></p> <p>The work requires the analysis of problems in practically every aspect of the life of the Indian community and requires that the community development specialist identify himself with the community in order to see problems in their proper perspective and to select the approach most likely to promote the active participation of Indians in their solution. Because there are no established guidelines other than the basic principles of human behavior and the evolving techniques of community development, courses of action and approaches must be devised to meet varying situations. Implications of the course of action or approach selected are difficult to determine. The impact of the community development specialist's actions is reflected in the extent to which the Indian community becomes self-reliant and assumes its own responsibilities. An error in judgment can result in the concentration</p>	C2	209

Degree Points

of effort on the part of the community on unimportant problems, or in areas where it is inopportune to consider development and where failure could jeopardize success in other areas. Reports are made to an officer at the senior administrative level.

Contacts

The work requires contact with the Indian population and with their leaders to gain their confidence, to explain the role of the community development specialist, and to persuade them, through non-directive counseling and other techniques, to assume greater responsibilities. Contacts with associates in welfare agencies and officials in industrial, business and educational organizations and in other levels of government are required to exchange information, to open channels of communication on behalf of Indians, to stimulate interest, to obtain co-operation, and to overcome apathy and dispel prejudices.

B3 88

Supervision

The work requires the supervision of one assistant at the junior level of the administrative and foreign service category.

A1 15

EXAMPLE OF A STATEMENT
OF QUALIFICATIONS FOR

B.M.P.D. No. 8: COMMUNITY DEVELOPMENT SPECIALIST, INDIAN AFFAIRS (WP-3)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- Education - Successful completion of secondary school or equivalency.
- Language Requirement - A knowledge of the English language is essential for this position.
- Experience - Experience in activities related to community development work and experience in dealing with the cultural needs of Indian people.

RATED REQUIREMENTS

- Knowledge
- Knowledge of the culture, traditions, attitudes and socio-economic conditions of the Indian Community.
 - Knowledge of the principles of individual and group behavior and group organization structures.
 - Knowledge of community planning methods.
- Abilities
- Ability to analyze problems relating to community living and to plan developmental programs to promote group participation.
 - Ability to establish priorities consistent with community needs when planning community development programs.

- Ability to communicate in a local Indian dialect.
- Ability to conduct interviews and meetings and prepare reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Initiative persuasiveness and discretion particularly in the cultivation of personal relationships individual Indians and with Indian councils.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 9

Level: 4

Descriptive Title: REGIONAL LOCAL GOVERNMENT
ADMINISTRATOR, TORONTO, ONT.

Point Rating: 547

Summary

Under the direction of the Regional Supervisor, Local Government and Band Management Services, develops formats for agreements used in negotiations with Band Councils; provides advice to Area staffs relating to the provision of local government on Indian Reserves, plans, develops and administers departmental policies and procedures concerned with developing Band local government; provides administrative, technical and consultant services to field staff, Bands, and supervises the regional involvement in matters of individual or Band concern; establishes and maintains cooperative working relations with groups and individuals; coordinates and adjusts the Band management and local government portion of the community affairs budget and performs other duties.

Duties

% of Time

- Develops formats for agreements to be utilized in negotiations with Band Councils for the administration of Local Government Programs:
 - by reviewing existing Departmental Accountable Contributions Programs and policies to determine the terms of reference and conditions to be met by Bands and the Department in the conduct of the programs;
 - by reviewing Local. Government Programs of Municipal and Provincial Governments and other Federal Departments to assess their relevance, general suitability and application to the needs of individual Bands;
 - by researching the availability of resource persons and funds to assist Bands in the administration of Local Government programs;
 - by reviewing Band requirements, needs, and degrees of advancement in the areas of Local Government programs.

- Negotiates and provides advice to Area staff relating to the agreements with Band Councils for the provision of Local Government programs on Reserves:

20

15

% of Time

- by consulting with Area Local Government Administrators as to the capabilities of Band staff to administer Local Government programs;
 - by discussing with Band Councils and staffs concerning proposals for the Band's administration of Local Government programs;
 - by recommending, to the Assistant Regional Directors of Community Affairs and Education, the allocation of funds to the Bands for the costs of programs to be administered by them;
 - by reviewing audit and program evaluation reports from previous years to ascertain the effectiveness of Band Administration, and to determine any corrective measures which require inclusion into future agreements (e.g., assistance of Departmental advisors).
- Plans, develops and monitors the administration of programs concerned with developing Band Local Government (Reserve Governments):
- by employing criteria to evaluate the administrative and managerial potentials of Bands to determine their readiness for the assumption of Reserve Government responsibilities;
 - by reviewing reports submitted by Area staff and conducting visits to reserves to evaluate the effectiveness of existing progress;
 - by consulting with Band Council representatives to encourage their adoption of administrative procedures and regulations for Reserve Government programs, endorsed by the Assistant Regional Director of Community Affairs;
 - by consulting with Area staff to determine what modifications must be effected to the Reserve Government administrative procedures in order to ensure that the program will meet the needs of individual Bands;
 - by formulating recommendations to the Local Government and Band Managerial Services Supervisor, regarding proposed infrastructures for Reserve Government organizations, requisite administrative procedures which should be exercised by the Band in administering their Reserve Government program, and the anticipated requirement for federal financial resources to execute Reserve Government Programs;
 - by researching alternative sources of funds under Federal and Provincial Government programs and in private agencies which may be utilized in achieving Departmental and Band objectives:

15

% of Time

- by supervising the administration of Reserve Government Programs through the Area Local Government Administrators.
- Provides administrative, technical, and consultative services to field staff, Bands, and other organizations, in relation to Band Management and supervises the Regional involvement in matters of individual or Band concern such as membership, elections and related problems:
 - by keeping field staff informed and advised of new ideas, procedures, principles, and changes relating to Band Management Services and Local (Reserve) Government Programs;
 - by reviewing progress, practices, and problems of Band administration and making recommendations to field staff on problem areas, and to the Local Government and Band Management Services Supervisor on program responsibilities;
 - by explaining to the Local Government Administrator, Reserve Government Advisors, and Band Councils, staff, and membership, the regulations, directives, and administration procedures made under the Indian Act in relation to Band management and its programs;
 - by maintaining an overall supervisory function in respect to the regulatory aspects of local management (i.e., Band elections, referenda, by-laws, etc.) in the Regional through Local Government Administrators and other field staff;
 - by assisting the Band Councils, when requested, in the preparation of formal briefs, papers, resolutions and by-laws relating to the administration of Federal programs.

- Promotes program objectives and interests with appropriate officials of Federal and Provincial Departments and others:
 - by accompanying or representing the Assistant Regional Director at interdepartmental meetings to participate in the resolution of problems of mutual interest and to coordinate Departmental efforts with programs being administered by other levels of government;

- by determining required services to be provided under contract including the establishing of terms of reference and costs;
- by formulating recommendations to the Local Government and Band Management Services Supervisor regarding the approval of contracts by which the Department provides services to Bands.

- Establishes and maintains cooperative working relations with groups and individuals:
 - by attending and addressing meetings and outlining the ongoing community and social programs in the Ontario Region;
 - by cooperating with public and private agencies in the conduct of their duties within the framework of Band and Department objectives;
 - by providing assistance to Bands or others requesting assistance in contractual negotiations between municipal ,municipalities or other parties.

- Coordinates and adjusts the Local Government and Band Management portions of the Community Affairs budget in response to changing circumstances and needs:
 - by recommending to the Local Government and Band Management Services Supervisor, allocations of funds and transfers between responsibility centres within activity budgets and supervising the processing and administering of change documents in accordance with established procedures;
 - by recommending in the event of a shortage of funds, those activities which may be curtailed, deferred, or cancelled, to offset additional fund requirements;
 - by ensuring equitable distribution and effective use of funds in Local Government and Band Management Programs, and by responding to changing priorities of need throughout the Region;
 - by identifying possible deficit or surplus fund situations and making appropriate recommendations to the Local Government and Band Management Services Supervisor.

- Performs other related duties, such as:
 - maintaining an up-to-date knowledge of the facilities, resources, and related material applicable to maintaining and administering optimal Band Management programs;

10

10

5

% of Time

- encouraging local and regional meetings of Band Councils, staff and members on the existing and anticipated problems, practices, and procedures of Band Management and Reserve Governments.

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a good knowledge of the Indian Act and Regulations, of Indian Affairs policies and practices, of Departmental programs and of administrative, personnel, and financial regulations and directives. Also requires a very good knowledge of Municipal Affairs and of the Provincial legislation and programs affecting the broad field of Local Government, Band Management, (i.e., municipal legislation, recreation, community development, training, by-laws and Band and community liaison, etc.) of the Social characteristics of Indian communities, the complexities of local government as it is being developed on Indian Reserves, and generally, of the situation of these characteristics in all areas in the Region, particularly of communities adjacent to Indian reserves. It requires a knowledge of the trends and interrelationships of the municipal and provincial programs, and experience in directing and coordinating the activities of many varied programs which are a part of Band management, or working in conjunction and cooperation with provincial authorities and leaders of Indian groups in the province, of modifying and supervising programs involving over \$8 million dollars and in dealing with people of varied ethnic, social, and economic backgrounds. This knowledge is normally acquired through university graduation and further experience in community development, supervision and municipal administration, a wide knowledge of and experience in training techniques and learning theory, and a knowledge of trends in specializations outside of the Federal government, such as local government and recreation.

B3 189

Degree Points

Knowledge - Continuing Study

The work requires continuing study of books, periodicals, and journals in many fields such as community development, recreation, sociology, management, municipal administration, etc., in order to assess the need for changes and recommend the development of programs.

The work requires continuing study of all departmental directives, circulars, and guidelines relating to Band Management Services and Local Government.

2 30

Problem Solving

The work requires initiative and judgment in the development of improved programs in the fields of Band Management and Administration, which include the analysis of information regarding existing and proposed administrative structures and systems; the conduct of management feasibility studies; the recommendation and establishment of priorities, and preparation of detailed submissions and proposals. It requires the interpretation of policy and directives for officers in the Region and field, and devising of methods to resolve management problems. The development of program objectives and guidelines affect the annual expenditure of one million dollars in administration funds, eight million dollars in Bands administered programs, funds for Indian Bands comprising 60,000 Indian people.

The incumbent must be able to make judgments fairly, considerately and with discretion, and to coordinate the programs which the Band administers with the programs the field office continues to administer, and those in neighboring jurisdictions. He must maximize the efficiency of available programs within the provisions of the Indian Act and other regulations and legislation. He must also coordinate action with other governments, agencies and associations involved to effect the best possible solution for all concerned and must adjust programs to best meet the needs of those different groups, as well as the very different needs of Reserves at different stages of development. Recommendations are made to the Regional Supervisor - Local Government and Band Management Services.

C2 209

Degree Points

Contacts

The work requires contacts with senior officials of the province engaged in municipal affairs and education, the Ontario Provincial Police and the Ontario Police Commission, the Federal Department of the Secretary of State, and Manpower and Immigration, municipal governments and other agencies public and private to coordinate programs, to give and receive policy interpretation and guidance, to provide information and explanations and to obtain assistance and cooperation in conducting programs and activities. There is also a need to act as a representative of the Department at formal meetings with Provincial Government Departments and with senior officials of the OPP and RCMP to resolve problems of common interest and to discuss the improvement and formulation of policies.

C3 119

Supervision

The work requires no continuing direct supervision of subordinate employees.

- -

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 9: REGIONAL, LOCAL GOVERNMENT ADMINISTRATOR, TORONTO, ONT. (WP-4)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Successful completion of secondary school or equivalency.

Language Requirement

- A knowledge of the English language is essential for this position.

Experience

- Experience in the administration and supervision of activities related to Band Local Government including band management and community development; experience in dealing with the cultural needs of native groups.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Indian Act and Regulations, and departmental administrative and financial regulations.
- Knowledge of the culture, traditions, attitudes and socio-economic conditions of the Indian Community.
- Knowledge of Indian Organizations.
- Knowledge of Municipal Affairs and of Provincial legislation and programs affecting the field of Local Government.

Abilities

- Ability to develop administrative policies and procedures related to Band Local Government.

- Ability to direct and coordinate varied programs related to activities such as recreation, community development and training.

- Ability to conduct counseling sessions and meetings and prepare contracts, reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.

- Tact and discretion particularly in explaining the reasons for withdrawing projects or turning down proposed projects.

DESIRABLE QUALIFICATIONS

- Ability to communicate in a local Indian dialect.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 10

Level: 4

Descriptive Title: REGIONAL PLACEMENT AND RELOCATION
SPECIALIST, QUEBEC REGION,
INDIAN AFFAIRS

Point Rating: 548

Summary

Under direction of the Regional Director, Quebec Region, Indian Affairs Branch, supervises four field officers engaged on placement, relocation and economic development work; develops and directs an employment placement program to increase employment and employment opportunities for Indians in the region; conducts placement activities in areas not covered by subordinate officers and also in the more difficult cases referred by subordinate and agency staffs; conducts the regional relocation program for the movement of Indians, individually, in groups and families, from areas of marginal economy to locations offering regular employment; promotes the development of economic projects on reserves to provide sources of gainful employment for Indians; establishes and maintains an inventory of the human resources on Indian reserves; and performs other related duties.

Duties

% of Time

- Supervises four field officers engaged on placement, relocation and economic development work, to ensure the consistency and continuity of the related regional programs in their respective areas
 - by interpreting branch directives and procedures and establishing regional objectives and priorities, 10
 - by training staff on work methods and evaluating their performance,
 - by visiting staff in the field and guiding them in the resolution of major problems, and
 - by reviewing reports and recommendations from staff, approving or rejecting their proposals and recommending expenditures.

- Develops and directs an employment placement program to increase employment and employment opportunities for Indians in the Quebec Region
 - by promoting vocational training programs and courses for Indians lacking employment qualifications, in co-operation with branch education staff and training specialists in outside organizations and institutions, 20

% of
Time

- by arranging in-service and on-the-job training opportunities for Indian workers and following up on progress of trainees,
 - by discussing and recommending terms of contracts whereby employers recover the cost of training,
 - by explaining to agency staffs and members and leaders of Indian communities the objectives of the program, stimulating their interest and participation and providing guidance on problem cases, and
 - by establishing and maintaining effective working relations with employers, placement services, trade unions and private, social and governmental organizations.
-
- Conducts placement activities in areas not covered by subordinate officers and also in the more difficult cases referred by subordinate and agency staff, including the placement of handicapped persons
 - by seeking employment opportunities and obtaining the co-operation of employers, employment services and trade unions,
 - by selecting and referring Indian workers to employment offices and employers and following up on their placement,
 - by counseling Indians on problems related to permanent employment in urban or industrial communities, and
 - by making appropriate arrangements with employers and rehabilitation agencies for the employment of the handicapped.
- 15
-
- Conducts the regional relocation program for the movement of Indians, individually, in groups and in families, from areas of marginal economy to locations offering regular employment
 - by selecting individuals and families who are suitable for relocation,
 - by discussion with Indians who wish to relocate the problems they may encounter and devising ways and means of overcoming these,
 - by organizing the movement of workers and families and making arrangements for their reception and accommodation at the new location,
 - by enlisting the co-operation and assistance of organizations such as social services agencies, service clubs and community associations in helping Indians make the transition, and
- 20

Welfare Programs

B.M.P.D. No. 10

% of
Time

- by assessing the need for and recommending financial assistance to Indians relocated or to be relocated, including the payment of transportation and living expenses, professional fees, services of agencies and accommodation costs.
- Promotes the development of economic projects on reserves to provide sources of gainful employment for Indians
 - by encouraging Indian craftsmen to produce goods and helping them to find markets for their products,
 - by organizing meetings with Indians to discuss areas of potential development and by assisting, and enlisting assistance of others, in launching projects,
 - by co-operating with band councils, special committees and agency staffs in planning and organizing projects,
 - by advising Indians in the organization and management of handicraft co-operatives, and
 - by persuading industrial firms to allot work, such as sewing, to Indians working in their homes, or to establish small industries on the reserves.
- Establishes and maintains an inventory of the occupational composition and characteristics of the Indian labor force in the region, to provide a basis for planning and conducting branch activities
 - by consulting departmental files for information such as agency populations, age groups and educational levels,
 - by obtaining, through interviews, questionnaires, and a variety of tests, information on aptitudes, experience, education, health, and attitude towards regular, seasonal and part-time employment on and off the reserve,
 - by determining for each Indian the appropriate field of activity, occupational group, and level of competence, and
 - by preparing lists and tables of the results of the inventory for the use of agency, regional and head office staffs.
- Performs other related duties, such as preparing annual placement and relocation estimates, organizing Indian handicraft displays for special occasions, participating in seminars and conferences, speaking to social and other

15

10

10

% of Time

groups, conducting correspondence, and preparing reports on regional placement, relocation and other activities.

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of branch placement and relocation policies and objectives; a good knowledge of economic conditions and employment opportunities in the Quebec region, of the attitudes of Indians towards employment, of vocational testing and counseling techniques, and of the services available to Indians from public and private organizations and agencies in the region; and familiarity with provincial labor laws and regulations and trade union practices as they may affect the employment of Indians. It also requires experience in assessing employment qualifications in relation to trade and occupational descriptions, in establishing and maintaining good working relations with a wide variety of people and organizations, and in supervising a small but dispersed staff. This knowledge is normally acquired through university graduation in one of the social sciences and six years of related experience.

B3 189

Knowledge - Continuing Study

The work requires continuing study of a variety of articles, journals, periodicals and other publications to maintain knowledge of economic and industrial developments and labor market conditions in the province of Quebec. It also requires continuing study of texts, journals and periodicals in order to keep up to date with developments in vocational testing and counseling.

2 30

Problem Solving

The work requires initiative and judgment in developing, promoting and conducting regional programs for the employment, relocation, training and economic development of Indians in accordance with branch policies and administrative guidelines and on the basis of such considerations as cost, the degree of preparedness of the Indians

C2 209

Degree Points

involved, and the attitudes of the co-operating organizations and communities. Activities affect the development of employment opportunities for Indians, the integration of Indians in the non-Indian labor market and, thereby, the socio-economic conditions of a significant portion of the approximately 23,000 Indians in the region; the programs of four subordinate field officers and agency staffs (including education specialists), and the operations of several co-operating organizations and agencies; and an annual expenditure of over \$500,000 of placement and relocation funds. Recommendations are made to an officer at the senior administrative level.

Contacts

The work requires contacts with officers of the branch, other departments, provincial and municipal governments, trade unions, social agencies, and commercial and industrial organizations to exchange information, to explain branch objectives and programs, and to obtain co-operation; with the Indian population and its leaders to stimulate interest in regional programs; and with officials of other levels of government, commercial and industrial firms, and private agencies to persuade them to employ, train and assist Indians.

B3 88

Supervision

The work requires the supervision of four officers at the junior level of the administrative and foreign service category.

B1 32

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 10: REGIONAL PLACEMENT AND RELOCATION SPECIALIST, QUEBEC REGION, INDIAN AFFAIRS
(WP-4)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Successful completion of secondary school or equivalency.

Language Requirement

- A knowledge of the French language is essential for this position.

Experience

- Experience in occupational counseling, vocational training and employment placement; experience in supervision.

RATED REQUIREMENTS

Knowledge

- Knowledge of placement and relocation policies and objectives.
- Knowledge of economic conditions and employment opportunities in the Quebec Region.
- Knowledge of the attitudes of Indians toward employment.
- Knowledge of vocational testing and counseling techniques.

Abilities

- Ability to develop and promote training programs for the employment, relocation, training and economic development of Indians.
- Ability to organize the movement of Indian workers and families to high employment areas.

- Ability to resolve operating problems, schedule and assign work, and assess staff performance.

- Ability to conduct briefings, meetings and prepare reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.

- Tact, discretion and persuasiveness particularly in dealing with Indians and their families, provincial and municipal governments, trade unions and social agencies.

DESIRABLE

QUALIFICATIONS

- Ability to communicate in a local Indian dialect.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 11

Level: 4

Descriptive Title: DISTRICT REPRESENTATIVE,
SMALL DISTRICT OFFICE

Point Rating: 562

Summary

Under the direction of the Regional Director, administers, within a district, the federal parole program, including case preparation and parole supervision; supervises and trains the professional and support staff of the district office; establishes and maintains contacts with employees of this and other departments, police, jail and court officials, associations of employers and after-care agencies; compiles annual and long-range forecasts of expenditures and personnel requirements; handles personally a number of cases and performs other duties.

Duties

% of Time

- Administers, within a district, the federal parole program, including case preparation, in order to provide to the Parole Board for decision, adequate information on inmates and a comprehensive evaluation of their suitability for parole and parole supervision in order to ensure parolees achieve a successful re-adjustment in society and adhere to the terms and conditions of their parole by
 - assigning to each parole officer the workload and areas for interviews with inmates and community investigations in order to assess the inmates' release plans, their home and environmental influences,
 - making arrangements with outside agencies in order to have community investigations done by them,
 - participating in case conferences with subordinates, institutional and other officials to obtain information and opinions,
 - discussing with subordinates special cases such as those cases which have political impact, consequences on public security or special merit,
 - ensuring that all parolees are given proper guidance and assistance,
 - making arrangements with individuals and outside agencies for the supervision of parolees,

25

- suspending certificates of parole, canceling suspension within prescribed regulations and recommending continuation or revocation of parole, where necessary,
 - gathering information on areas of work of officers to better plan the program of the district and evaluate its activities,
 - providing advice and counseling on local problems, procedures, directives and standards to achieve efficiency, quality and co-ordination of parole work,
 - making recommendations concerning parole program, regulations and procedures, and
 - approving all invoices for accommodation and services of all natures, such as services rendered by outside agencies in parolee supervision.
-
- Supervises and trains the professional and support staff of the district office by
 - counseling on an individual or group basis and discussing principles and techniques in case evaluation and parole supervision,
 - reviewing objectives and work done, and assessing quality and efficiency, 10
 - ensuring the participation of all officers in the district through encouragement and support of their work,
 - evaluating employees' performance, and
 - establishing training requirements.
-
- Establishes and maintains working relations with employees of this Department and other departments, police, jail and court officers; as representative of the National Parole Board has contacts with officials of the same above organization (such as police chiefs and mayors of large towns and judges) in order to obtain assistance and cooperation and to discuss and resolve problems; also contacts associations of employers to convince them to hire parolees and to make arrangements. The work requires personal visits to various officials, attending meetings and participating in community programs, serving on various committees, field trips, addressing meetings and, through press conferences, radio, and T.V. appearances, interpreting parole policy. Contacts with after care agencies are required to make arrangements 15

% of Time

for community investigations and parole supervision undertaken by such agencies on behalf of the Parole Service.

- Compiles annual and long-range forecasts of expenditures and personnel requirements by ensuring that estimates are complete and in approved format before being forwarded to Headquarters. 5
- Reviews and administers personally a number of special cases, including case preparation and parole supervision by
 - studying the personal history and other records of applicants for parole,
 - interviewing applicants in order to assess their attitudes, the risk involved and to determine their release plans,
 - interviewing institutional staff to verify information obtained from records on parole applicants,
 - visiting on the spot and interviewing with members of the inmate's family, friends and prospective employer,
 - relating and assessing the information gathered to report and recommend on the prospects for successful rehabilitation, 35
 - re-assessment interviews with inmates whose parole has been suspended,
 - conducting disciplinary interviews with parolees whenever indicated, and
 - counseling parolees on their personal relationships with people in authority and with respect to family and employment problems.

- Performs other duties such as
 - acting as selection board member,
 - conducting special projects,
 - dealing with very special investigations,
 - participating in research projects undertaken by H.Q., and
 - organizing the training of summer students and of university students on field placement; this 10

is integrated in our program but is done somewhat differently, bearing in mind the most specific objective of teaching the application of theory in practice.

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of the Parole Act and Regulations and Headquarters directives, familiarity with the Criminal Code and other related statutes, such as the Penitentiaries Act, Prisons and Reformatories Act, and the Opium and Narcotics Drug Act, the Handbook on Parole, Parole Certificate and Agreement, the Procedures Manual and other directives issued by Headquarters.

B3 189

It requires familiarity with provincial statutes and laws governing the operation of motor vehicles, sale of liquor and laws regarding probation, detention and treatment of inmates. It also requires knowledge of government financial policies and travel regulations, instrument of delegation of staffing authority, other departmental and government personnel and finance regulations, and the organization of the National Parole Board and National Parole Service.

In addition, sound knowledge of professional training practices, the ability to innovate, modify and seek new applications of treatment techniques, proven ability to provide professional leadership, to plan, organize, control and direct correction programs is required.

This knowledge and ability is usually acquired through university graduation, preferably with a post-graduate degree in social work, psychology, sociology, or criminology, and a certain number of years experience in directly related work.

	<u>Degree</u>	<u>Points</u>
Continuing Study		
The work requires continuing study of existing and new legislation related to the field, continuing study of texts, journals and periodicals for knowledge of trends and developments in corrections and the ability to understand and apply new techniques and experimental programs aimed at the rehabilitation of parolees, the assessment of human behavior and the administration of similar programs. It also requires the study of departmental directives concerning programs and administrative procedures and continuing familiarity with welfare agencies and employment resources within the district.	2	30

Problem Solving

The work requires a significant degree of judgment, initiative and discretion since this person has the authority to issue warrants of suspension and apprehension to incarcerate a parolee for up to 14 days and also the authority to reinstate parole. He regulates and determines the frequency of reporting by parolees and has the authority to modify or discharge conditions of parole except special conditions imposed by the Board and to terminate the supervision of parolees. He also makes loans to parolees under the Paroled Persons' Loan Fund Regulations and must ensure that these loans are repaid. He reviews reports from after-care agencies supervising parolees, counsels them on their supervision, and, if he feels that their work is inadequate, makes a decision to allocate the case in question to some other supervising agency. He must review the work performed by the Parole Officer and administrative support staff under his supervision, counsel them, direct them, appraise their performance, evaluate their effectiveness; and make recommendations regarding their promotion or dismissal.	C2	209
---	----	-----

He recommends changes in procedures to the Regional Director. In addition, he makes or reviews recommendations on the paroling of inmates and the revoking of paroles,

Degree Points

based on evaluation of information in relation to legislation and directives, suitability of inmate for parole and conduct and progress of parolees. Recommendations affect decisions to release prisoners from institutions before completion of sentence and revocation of parole.

He represents the Department on selection boards for Parole Officers and has the authority to appoint administrative support staff. His recommendations result in better efficiency in appraisals, assistance in job finding, rehabilitation of individuals and better protection to the public, success and a better understanding of an acceptance of the parole program on a district basis.

Contacts

Establishes and maintains working relations with employees of this Department and other departments, police, jail and court officers; as representative of the National Parole Board, has contacts with officials of the same organizations (such as police chiefs and mayors of large towns, and judges) in order to get assistance and cooperation from them and to discuss and solve problems; also contacts with representatives of associations of employers to convince them they should hire parolees, and make arrangements for that; this is done through personal visits to various officials, attending meetings and participating in community programs, serving on various committees, field trips, addressing meetings and through press conferences, radio, and T.V. appearances, interpreting parole. Contacts with after-care agencies to make arrangements for the number of community investigations they are going to make for the Parole Service and the number of parolees they are going to supervise.

C3 119

Supervision

The work requires the supervision of:

Parole Officer	1
Support Staff Position	1

A1 15

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 11: DISTRICT REPRESENTATIVE,
SMALL DISTRICT OFFICE (WP-4)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Graduation with an acceptable degree from a recognized university with specialization in sociology, psychology, social work or criminology.

Language Requirement

- A knowledge of the French language is essential for this position.

Experience

- Experience as a parole officer including the provision of counseling, parole supervision and case preparation; experience in supervision.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Parole Act and Regulations, the Penitentiaries Act, the Prisons and Reformatories Act, the Opium and Narcotics Drug Act, the handbook on Parole, and the Parole Certificate and Agreement.
- Knowledge of governmental financial policies, and personnel and travel regulations.
- Knowledge of training techniques and practices.

Abilities

- Ability to administer a parole program.
- Ability to conduct briefings and meetings and prepare reports and correspondence.
- Ability to schedule and assign work, resolve operating problems and assess staff performance.

Personal Suitability

- Effective interpersonal relationships.
- Tact and discretion particularly in exercising authority concerning the incarceration or re-instatement of parolees, regulating parolee reporting frequency and modifying and discharging conditions of parole.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 12

Level: 5

Descriptive Title: DISTRICT DIRECTOR,
VETERANS WELFARE SERVICES

Point Rating: 638

Summary

Under the general direction of the Director General, Welfare Services, directs in a district the provision of social adjustment, rehabilitation and counseling services and financial benefits to veterans, their dependents and other entitled clients; directs and controls the management of financial, materiel and personnel resources; exercises delegated authority to achieve operational consistency in other areas which affect veterans and their dependents; participates in the formulation and development of Program Policies as a member of the Welfare Services Management Team; and performs other duties.

Duties

% of Time

- Directs, guides and coordinates through subordinate supervisors, in a district with a veteran population of 50,000, the financial, social and vocational rehabilitative activities, counseling services and financial assistance programs of the department:
 - by interpreting, and making recommendations for changes to departmental objectives, policies, procedures, regulations, and instructions;
 - by establishing district objectives., goals, priorities, methods of operations, standards and procedures; 45
 - by analyzing district operations to evaluate effectiveness of programs and to determine the need for organization changes and taking appropriate action to improve program operations;
 - by administering trust funds of public and private monies held on behalf of departmental clients.

- Directs and controls the management of financial, personnel and materiel resources for a staff of 45: 20
 - by exercising delegated responsibility under Sections 25, 26 and 27 of the Financial Administration Act;

- by analyzing previous expenditures, assessing present situations and future trends in social and economic conditions in the district, and analyzing changing characteristics of the population served by the Department, status of the local economy and the welfare situation in the district in order to forecast the financial resources required.
 - by reviewing, assessing and accounting for variances in productivity reports and expenditures on a continuing basis;
 - by stimulating continuous examination of an improvement in administrative methods and procedures;
 - by determining staff requirements and taking action under delegated authority to recruit, select, develop, train, evaluate the performance of and promote staff and to administer the classification and staff relations programs;
 - by ensuring the provision of personnel services such as documentation, pay and maintenance of related records;
 - by ensuring that district policies, practices and procedures relating to finance, personnel and materiel resources are in conformity with the policies and guidelines of the department and the various central agencies and monitoring their applications.
- Exercises delegated or statutory authority to achieve operational consistency in such areas as CHILDREN OF WAR DEAD ACT (Education Assistance), VETERANS LAND ACT (Compensating Adjustments), ARMY BENEVOLENT FUND ACT, and other acts, regulations and instructions:
- by acting as Chairman, War Veterans Allowance District Authority (VADA) in making decisions such as the award, increase, decrease, suspension or cancellation of allowances and recovery of over payments;
 - by ensuring that all decisions and recommendations fall within the varied requirements established by statutory or other legislative, executive or administrative authority;

Welfare Programs

B.M.P.D. No. 12

% of Time

- by ensuring that decisions in areas of authority are based on relevant facts, and accurate representation and assessment of conditions;
- by assigning responsibility and delegating authority to staff members;
- by recommending, for Ministerial consideration, appointment of members to VADA.

- Participates in the formulation and development of program policies as a member of the Welfare Services Management Team. 5
- Directs the provision of services to district offices of other DVA Branches and Agencies through establishing and conducting a field service such as central registries of veterans' records. 5
- Develops and maintains effective working relationships by personal and written contact with representatives and elected officials of foreign, federal, provincial and municipal governments, private and public social agencies, veterans and other service organizations, educational institutions and hospitals, to secure their co-operation in resolving problems related to the provision of welfare services and to maintain knowledge of developments in the social welfare field. 5

- Acts as chairman of the District Coordinating Committee to identify and resolve areas of conflicting interest and to clarify jurisdictional boundaries; conducts special inquiries and prepares reports; represents the Minister and Deputy Minister at various functions; arranges for visits by the Minister and Deputy Minister. 5

Specifications

Degree

Points

Knowledge - Education and Experience

The work requires a comprehensive knowledge of the objectives, philosophies and principles of Departmental legislation, regulations and directives relating to the provision of assistance and benefits to veterans, dependents of veterans, and other clients of the Department, and of the social welfare and assistance programs of other government departments at the Federal, Provincial and Municipal levels and of public and private agencies and the social and service agencies in the district. A

A6

197

Degree Points

good knowledge of modern business practices, Management by Objectives, administrative and personnel procedures, budgeting, financial control and materiel management is also required. Experience is required in working with senior professional staff, coordinating Departmental activities with those of district and municipal officials, training officers engaged in social welfare work, and adjudicating eligibility and approving payments of statutory benefits. This knowledge is normally acquired through a work history demonstrating capability in administration of a social welfare program through progressively more responsible assignments over a ten to twelve-year period.

Knowledge - Continuing Study

<p>The work requires the continuing study of books, periodicals, and journals in the fields of social welfare assistance, welfare administration and business management; of Federal, Provincial and Municipal government legislation, directives and regulations concerning social welfare administration in order to assist in the development and assessment of welfare programs related to the clients of the Department. Also required is the continuing study of Departmental management material, regulations, veteran's legislation and other related matter necessary for the management and direction of a district office and of a staff engaged in social welfare administration.</p>	<p>2</p>	<p>30</p>
---	----------	-----------

Problem Solving

<p>The work requires judgment in planning and organizing the activities of the program in the district in order that they may be integrated with other programs available in the community. These activities include income maintenance and supplementation, educational and vocational training assistance, placement of the physically disabled, emergency financial assistance, and other assistance to enable clients to use effectively their abilities and resources. Discretion is required in encouraging Municipal and Provincial welfare agencies to assist with the problems of</p>	<p>C₃</p>	<p>256</p>
--	----------------------	------------

Welfare Programs

B.M.P.D. No. 12

Degree Points

veterans and also in dealing with problems referred by local, provincial or national veterans' organizations. Activities have a significant and continuing effect on the long-term social and economic conditions of clients and their families in a district with a veteran population of 50,000. Recommendations are to the Director General, Welfare Services at Headquarters.

Contacts

The work requires contacts with senior officials within the Department, other Federal, Provincial and Municipal governments and agencies, veterans' organizations, private welfare agencies, universities, elected representatives including those of Cabinet rank, and officials of other countries to provide information and explanation, to give and obtain assistance, and to cooperate in conducting programs and activities. The work also requires attending local meetings and social functions of these agencies and organizations to promote the Departmental image and to keep the Department apprised of any matters which might be of interest concerning Welfare services.

B3 88

Supervision

The work requires the supervision of approximately 45 employees at the junior levels of the Administrative and Foreign Service category and in the Administrative Support category.

D.1 67

EXAMPLE OF A
STATEMENT OF QUALIFICATIONS
FOR

B.M.P.D. No. 12: DISTRICT DIRECTOR, VETERANS WELFARE SERVICES

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Successful completion of approved post secondary school training in welfare, welfare institute management, social welfare or some other specialty relevant to this position.

Language Requirement

- A knowledge of the English language is essential for this position.

Experience

- Experience in the administration of a social welfare program and experience in supervision.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Veterans Land Act, the Children of War Dead Act, the Army Benevolent Fund Act and the Financial Administration Act.
- Knowledge of DVA policies, objectives, and regulations relating to social assistance and benefits for veterans and other clients.
- Knowledge of management practices and procedures and of personnel administration.
- Knowledge of budgeting, financial control and materiel management.

Abilities

- Ability to plan the activities of a welfare program and control the social adjustment, rehabilitation, counseling services and welfare assistance activities of a district welfare program.
- Ability to schedule and assign work, determine training requirements, set priorities, resolve operating problems, and assess staff performance.
 - Ability to conduct briefings, discussions and meetings and prepare reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Discretion and tact particularly in dealing with veterans and their families and in working with municipal and provincial welfare agencies.

Welfare Programs

B,M.P.D. No. 13

BENCH-MARK POSITION DESCRIPTION

Benchmark Position Number: 13

Level: 5

Descriptive Title: SUPERVISOR OF PLACEMENT AND
RELOCATION, OTTAWA

Point Rating: 702

Summary

Under the direction of the Chief of the Resources and Industrial Development Division, plans and develops programs for the employment and relocation of Indians and improvement of their occupational skills; provides direction and guidance to regional placement and relocation officers; plans and develops training programs for field staff; co-ordinates placement and relocation activities requiring the participation of other sections and divisions of the branch; establishes and maintains co-operative working relations with officials of other departments and outside agencies; and performs other related duties.

Duties

% of Time

- Plans and develops programs for the employment of Indians and for their movement to localities offering better employment opportunities, for implementation by regional staff, to achieve a greater degree of self sufficiency of the Indian population
 - by analyzing reports of field staff and studies of unemployment on reserves, occupational skills of the Indian labor force, motivation of Indian workers, and the present and potential employment opportunities on reserves and in areas adjoining reserves, by analyzing information from branch reports, publications of departments such as Labor, Citizenship and Immigration, and Statistics Canada, and proposed federal, provincial and industrial projects on which Indian labor could be used, 20
 - by evaluating the possibility of moving Indians to areas where employment is available, and
 - by evaluating the suitability of various urban and rural areas for relocation in terms of availability of housing and other services.

% of Time

- Plans and develops programs to improve the occupational skills of Indians and their competency in employment
 - by determining the occupations and skills that are currently in demand and forecasting future labor needs through consultations with national and provincial manpower and training authorities, 20
 - by analyzing from reports of field staff the existing occupational skills of the Indian labor force and determining types of on-the-job and other training programs that are required,
 - by arranging with industry and with private and government training authorities for the provision of training facilities for Indians, and
 - by proposing winter works and community employment programs as work-training measures.

- Provides direction and guidance to regional placement and relocation officers to ensure that local programs are implemented according to established policies
 - by reviewing and commenting on reports and correspondence from regional supervisors, 15
 - by explaining employment placement policies and issuing memoranda, reports and directives,
 - by indicating methods and procedures to be followed in solving special problems connected with regional employment and relocation programs, and
 - by establishing the scope of programs for the current year and determining priorities.

- Plans and develops training programs for staff engaged in employment and relocation work in the field
 - by determining training needs through the review of performance ratings and consultation with supervisory personnel, 15
 - by arranging seminars for, and giving lectures to field staff, and
 - by making arrangements with government and university officials for their participation in establishing and conducting training courses.

	<u>% of Time</u>
- Co-ordinates placement and relocation activities requiring the participation of other sections and divisions of the branch through meetings and discussions with technical specialists in a variety of subject-matter fields related to social programs, to ensure orderly progression of programs and to resolve common problems.	10
- Establishes and maintains co-operative working relations with officials of other departments and outside agencies to explain the objectives of the branch and to obtain information on economic trends and developments in the area of employment placement.	10
- Performs other related duties, such as devising methods of obtaining and analyzing information concerning the Indian labor force, and planning the preparation of brochures and other material on the promotion of employment of Indians and work-training measures to improve their skills.	10

SpecificationsDegree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of employment and relocation policies and objectives and employment placement practices, as well as a knowledge of related programs at the provincial level and in other federal departments and of economic trends and employment opportunities across Canada. It also requires knowledge of the behavior and motivation of Indians and of counseling and rehabilitation principles and techniques. The work requires experience in developing and evaluating programs, in conducting research and feasibility studies, in directing staff and in maintaining good relations with a wide variety of people and organizations. This knowledge is normally acquired through university graduation in one of the social sciences and eight years of experience in placement and relocation work.

B4 216

Knowledge - Continuing Study

The work requires continuing study of a variety of journals and periodicals to keep up to date with developments and trends in labor market conditions and the

2 30

Degree Points

economy of localities and regions. It also requires continuing study of texts, journals and periodicals related to vocational training and counseling and staff training, to plan national programs for the employment and relocation of Indians and for the development of field staff.

Problem Solving

The work requires initiative and judgment in the development of programs in the field of employment and relocation of Indians, which includes the analysis of information, the conduct of feasibility studies, the establishment of priorities, and the preparation of cost estimates. It also requires the interpretation of policy and directives for officers at headquarters and in the field, as well as the determination of methods of resolving technical problems. The development of program objectives and guidelines affects the operations of regional placement and relocation officers, annual expenditures of \$2.3 million, and social and economic conditions of Indians across Canada. Recommendations are made to an officer at the senior administrative level.

C3 256

Contacts

The work requires contacts with officials of the department, of other government departments, and of various agencies, to co-ordinate work, to give and receive policy interpretation and guidance, and to provide information on the objectives of the placement and relocation of Indians. There is also a need to act as a representative of the branch or department at formal meetings with associates of provincial government departments and with officials of business, universities and employment agencies to resolve problems of common interest.

C3 119

Supervision

The work requires the functional direction of 38 placement and relocation officers in the field at the junior and intermediate levels of the administrative and foreign service category.

D2 81

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 13: SUPERVISOR OF PLACEMENT AND RELOCATION,
OTTAWA (WP-5)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

- | | |
|-----------------------------|--|
| <u>Education</u> | - Successful completion of secondary school or equivalency. |
| <u>Language Requirement</u> | - A knowledge of both the English language and the French language is essential for this position. |
| <u>Experience</u> | - Experience in developing, evaluating and administering a placement and relocation program for native people and in conducting research and feasibility studies; experience in supervision. |

RATED REQUIREMENTS

- | | |
|------------------|--|
| <u>Knowledge</u> | - Knowledge of employment and relocation policies and employment placement practices. |
| | - Knowledge of welfare programs administered by the provinces and other federal departments and of economic trends and employment opportunities across Canada. |
| | - Knowledge of behavior patterns, motivation, and attitudes characteristic of Indians. |
| | - Knowledge of counseling practices and rehabilitation methods., |

Abilities

- Ability to plan for develop and co ordinate a program for the employment of Indians.
- Ability to develop a training program for field staff engaged in employment and relocation work.
- Ability to resolve operating problems, schedule and assign work, and assess staff performance.
- Ability to conduct briefings, meetings and prepare plans, reports and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Tact, initiative and persuasiveness particularly in dealing with native people and outside agencies.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 14

Level: 7

Descriptive Title: CHIEF, SOCIAL PROGRAMS DIVISION,
OTTAWA

Point Rating: 918

Summary

Under the general direction of the Director of Development, Indian Affairs Branch, develops new and revised programs and procedures in the fields of welfare assistance, community development and cultural affairs; supervises a staff of 18 employed in four sections at headquarters; provides technical direction and assistance to field staff on matters related to welfare programs; promotes branch objectives and interests with officials of federal and provincial governments and others; establishes and maintains co-operative working relations with groups and individuals; and performs other related duties.

Duties

% of Time

- Develops new and revised social programs and procedures to encourage Indian bands to manage their own affairs, to extend provincial social services to Indians, and to encourage Indians to take pride in their traditions and identity
 - by evaluating the effectiveness of existing programs through review of reports, visits to field offices, and discussions with headquarters officials,
 - by reviewing social programs of other countries and assessing their relevance to branch objectives, and social and economic development of Indians, and Canadian conditions,
 - by evaluating proposals for new programs and for changes in existing programs to determine costs and other implications, and their feasibility,
 - by determining areas where the resources of other federal departments and provincial and private agencies can be utilized to achieve branch objectives, and
 - by arranging training programs for field and head quarters staff in such areas as community development.

35

Welfare Programs

B.M.P.D. No. 14

% of Time

- Supervises a staff of 18 employed in four sections - welfare services, community development, cultural affairs and administration - engaged in planning and developing welfare programs and procedures, analyzing reports on social program activities in the field, and conducting studies 15
 - by assigning objectives and providing guidance to section supervisors,
 - by conducting meetings and seminars on division activities and encouraging staff to take an active interest in each other's field of specialization,
 - by evaluating work performance of staff, determining training needs and establishment requirements, and recommending disciplinary and other personnel action, and
 - by coordinating planning activities in the fields of welfare services, cultural affairs and community development.

- Provides technical direction and supervision to field staff on matters related to welfare assistance, community development and cultural affairs, to ensure that programs are being implemented in accordance with branch policies 15
 - by issuing directives explaining program objectives and providing instructions on the procedures to be followed,
 - by commenting on reports of social program activities, to provide field staff with an assessment of their work and to suggest areas where efforts should be concentrated,
 - by arranging for officers of the division to visit field offices to assist the staff in resolving special problems,
 - by arranging for training courses on social program activities for field staff,
 - by evaluating work performance of community development specialists to recommend on their suitability for promotion, and
 - by recommending where specialist staff is to be located.

	<u>% of Time</u>
- Promotes branch objectives and interests with officials of federal and provincial governments, and others on matters concerning welfare services, community development and Indian and Eskimo affairs	10
- by representing the branch at senior inter-departmental meetings to participate in the solution of mutual problems and to co-ordinate efforts,	
- by negotiating agreements on the extension of community services to Indians, and the operational terms of the agreements, with provincial authorities, and	
- by arranging for special projects to be carried out under contract, including establishment of terms of reference and costs.	
- Establishes and maintains co-operative working relations with associates in the federal and provincial public service and in other countries, with social science staff at universities, representatives of Indian groups, church organizations and members of the press, to ensure that branch objectives are understood and to obtain co-operation and assistance	15
- by addressing meetings and explaining the social programs of the branch,	
- by co-operating with other public and private agencies in the conduct of their work within the framework of branch objectives, and	
- by writing articles for publication in journals and the press.	
- Performs other related duties, such as conducting studies on special situations, reporting to the Assistant Deputy Minister, participating with other division chiefs in developing branch policies, and acting as technical or branch representative on selection boards.	10

Specifications

Degree Points

Knowledge - Education and Experience

The work requires a thorough knowledge of the Indian Act and Regulations, branch policies and objectives, and administrative and financial regulations and directives; a very good knowledge of welfare and development programs of other departments and agencies, and of the social programs and administrative procedures of provincial

B6 272

Degree Points

governments; and a knowledge of community development techniques and training methods and of social programs of other countries and their administration. It also requires experience in developing, administering and evaluating social programs, assessing political implications, and representing the interests of an organization in negotiations. This knowledge is normally acquired through university graduation in one of the social sciences and 12 years of experience in work related to the conduct, development and administration of social programs.

Knowledge - Continuing Study

The work requires continuing study of books, periodicals and international journals in the fields of welfare administration, community development, anthropology, sociology, political science, welfare economics and public administration in order to evaluate social programs, assess the need for changes and direct the development of programs.

3 50

Problem Solving

The work requires initiative in developing new and revised social programs to meet branch objectives. Judgment is required in evaluating existing branch programs and the social programs of other countries in relation to the level of development of the Indian population, availability of provincial services, attitudes of the Canadian people, and economic conditions in the regions; in representing branch interests at inter departmental meetings; and in negotiating arrangements with the provinces in the extension of social services to Indians. In view of jurisdictional problems, the strengthening of Indian associations both in membership and activities, and the lack of acceptance by part of the Indian population of the long-term objectives of the branch, discretion is required in formulating and presenting program proposals. The activities affect the social services available to approximately 200,000 Indians, annual branch expenditures of \$20 million on

D4 350

Welfare Programs

B.M.P.D. No. 14

Degree Points

social programs, the achievement of the long-term objectives of the branch, the workload of provincial social welfare departments, and the policies and procedures of other departments with responsibilities for Social services. Recommendations are made to an officer at the executive level.

Contacts

The work requires contacts with associates in the federal and provincial public services, university teaching and research staff, representatives of Indian associations and church organizations, and officials from other countries engaged in welfare or community development work, to exchange information and to obtain co-operation and agreement in achieving branch objectives. It also requires representing the branch at meetings with provincial officials to arrange for extension of services to Indians and to negotiate the financial and operational terms of the agreements.

D3 150

Supervision

The work requires the supervision of 18 headquarters employees in the administrative support and administrative and foreign service categories, including some at the senior administrative level. It also requires the functional supervision of 40 community development specialists located in the field.

D3 96

EXAMPLE OF A
STATEMENT OF
QUALIFICATIONS FOR

B.M.P.D. No. 14: CHIEF, SOCIAL PROGRAMS DIVISION, OTTAWA (WP-7)

ESSENTIAL QUALIFICATIONS

BASIC REQUIREMENTS

Education

- Graduation with an acceptable degree from a recognized university with specialization in sociology, psychology, social work or some other specialty relevant to this position.

Language Requirement

- A knowledge of both the English language and the French language is essential for this position.

Experience

- Experience in the provision of social and welfare services for native people; and experience in supervision.

RATED REQUIREMENTS

Knowledge

- Knowledge of the Indian Act and Regulations and of the cultural needs of Indian people.
- Knowledge of departmental policies, objectives and regulations.
- Knowledge of the welfare and social development programs of other federal departments, provincial governments and other countries.
- Knowledge of community development techniques and training methods.

Abilities

- Ability to develop new programs, evaluate the effectiveness of existing programs, determine resource requirements and set priorities.
- Ability to schedule and assign work, determine training needs, resolve operating problems, and assess staff performance.
- Ability to conduct briefings and meetings, and prepare reports, articles and correspondence.

Personal Suitability

- Effective interpersonal relationships.
- Initiative, tact and persuasiveness, particularly in presenting program proposals and dealing with Indian associations.

DESIRABLE
QUALIFICATIONS

- Ability to communicate in an Indian dialect.