



Treasury Board of Canada
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CLASSIFICATION STANDARD

PSYCHOLOGY GROUP

SCIENTIFIC AND PROFESSIONAL CATEGORY

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INTRODUCTION

This standard describes the plan to be used to classify positions allocated to the Psychology Group. It consists of an introduction, definitions of the Scientific and Professional Category and the occupational group, factor definitions and characteristics, rating scales and bench-mark position descriptions.

A classification plan of five levels has been established for this occupational group. These levels represent significant differences in the difficulty of the work.

The evaluation of positions and their assignment to a classification level will be determined by the application of three factors:

Technical Complexity
Professional Responsibility
Management Responsibility

The factors selected deal with most features of the work assigned to positions in the group. A definition and a list of factor characteristics has been included for each factor. The characteristics indicate the features of the work that are to be considered when evaluating a position under a particular factor. Each characteristic describes the lowest and the highest requirement. The factor characteristics serve to ensure that consideration is given to all features of the work of a position.

Because of the nature and diversity of positions **in** this group, it was not considered possible to produce meaningful definitions for all degrees of the factors that would demonstrate the increasing complexity of the work from the lowest to the highest degree. As a result, degree definitions have been included for the second and fourth degrees only. These degree definitions highlight the features of the work that will be found in most positions at these degrees. The degrees of each factor are illustrated by one or more bench-mark position descriptions.

Determination of Levels

The level of a position is determined by the degree assigned for at least two of the three factors. When one degree does not predominate, raters are to compare the-total job with bench-mark position descriptions and determine the level by ranking the position against appropriate bench-marks.

The ultimate objective of job evaluation is the determination of the relative values of jobs in each occupational group. Jobs assigned to a given level in an occupational group are regarded as being of equal difficulty.

Bench-Mark Positions

Bench-mark position descriptions exemplify the degrees of each factor and the levels of the classification structure. Each bench-mark consists of a descriptive title, a brief summary, a statement of the principal duties with the percentage of time devoted to each, and a set of specifications. The specifications describe the features of the work of the position in terms of the characteristics of each of the three factors and indicate the degree assigned to the position for each factor_

The specifications exemplify the application of the evaluation plan to the duties and responsibilities of the bench-mark position. A classification level is assigned to each bench-mark position.

Use of the Standard

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

1. Allocation of the position to the category and group is confirmed by reference to the definitions and the descriptions of inclusions and exclusions.
2. The position description is studied to ensure understanding of the position as a whole and of the nature of the duties and responsibilities as they relate to the characteristics of each factor. The relationship of the position being studied to positions above and below it in the organization is also studied.
3. A degree of each factor is tentatively assigned to the position being evaluated by considering the factor characteristics identified in the duties of the position and comparing them with the degree definitions. Degrees are assigned for each factor by determining that the characteristics of the position are equal to, more than, or less than a degree that is defined.
4. The degree tentatively selected is confirmed by comparison with the bench-mark position descriptions.
5. The final rating of the position is determined by the degree that has been assigned to the position for at least two of the three factors.
6. The position is compared with bench-mark position descriptions that have been assigned to the same level, as a check on the validity of the level selected.

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 appointed to positions in the category on or after July 1, 1967. With respect to experienced public servants who may not possess the formal education prescribed in the definitions but who are certified or who are qualified for certification on June 30, 1967, in classes prescribed by the Public Service Commission, 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 job being filled, qualifications equal to or higher than those prescribed in the "Minimum Qualifications" of the relevant occupational group.

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.

PSYCHOLOGY

FACTORS

TECHNICAL COMPLEXITY

PROFESSIONAL RESPONSIBILITY

MANAGEMENT RESPONSIBILITY

TECHNICAL COMPLEXITY

This factor is used to measure the difficulty of the work in terms of the use of approaches, methods and techniques; the interrelationships and the subtlety of variable factors that must be taken into account; and the required knowledge of the discipline, associated disciplines or functions, and departmental policy.

When evaluating positions under this factor, raters are to consider the following characteristics:

The use of approaches, methods and techniques will range

- from applying, with some adaptation, established methods and techniques to meet the requirements of the work,
- to developing and applying new approaches, methods and techniques to meet the changing requirements of a program.

The interrelationships and subtlety of variable factors to be taken into account will range

- from work that involves a number of variable factors with straightforward interrelationships,
- to work that involves a large number of subtle interacting variables difficult to define and quantify.

The required knowledge of the discipline, associated disciplines or functions and departmental policy will range

- from a good knowledge of the theory, principles and techniques of a psychological specialty, with a specific knowledge of a particular aspect of the specialty, and knowledge of the operations and requirements of associated disciplines or functions,
- to an authoritative knowledge of the discipline and a comprehensive knowledge of the operations and requirements of associated disciplines and functions and of regulations and policies governing the department or government program.

TECHNICAL COMPLEXITY

Degrees	Bench-mark Position Descriptions	Page
	No.	
	1 Psychologist, Shaughnessy Veterans Hospital, DVA	15
	2 Psychologist, Westminster Veterans Hospital, DVA	19
<p>The work requires the modification and adaptation of established methods and techniques and the development of new approaches and techniques to meet variations in the needs of clients or projects. It requires the analysis of a large number of subtle interacting variables. The work requires a thorough knowledge of the theory, principles and techniques of a psychological specialty and continuing study of current trends and developments. It also requires a good understanding of the operations and requirements of associated disciplines and functions and of the programs and regulations of the department or institution.</p>	2	
	3 Head, Selection Procedures Service Section, PSC	25
<p>The work requires originality and imagination in developing new methods and techniques to meet complex problems and in planning and developing new procedures and studies to meet the changing requirements of departmental or institutional programs. The work requires the application of a comprehensive and up-to date knowledge of the theory, principles and techniques of a psychological specialty and of the operations and requirements of associated disciplines and functions. It requires a thorough knowledge of the regulations and policies governing the departmental or institutional programs.</p>	4	
	4 Chief Psychologist, St. Anne's Hospital, DVA	30
	5 Assistant Director, Treatment, Training and Program Planning, Can. Penitentiary Serv.	38

PROFESSIONAL RESPONSIBILITY

This factor is used to measure the difficulty of the work in terms of the nature of the controls exercised over the work, the responsibility for making interpretations, decisions and recommendations, giving training in psychological principles and techniques, and providing advice.

When evaluating positions under this factor raters are to consider the following characteristics:

The guidance available will range

- from direction on the development of new techniques and advice on unusual problems and likely approaches,
- to general direction concerning policy intent and program objectives.

The extent to which work is checked will range

- from review of work plans and assessment of results,
- to evaluation of the work in terms of the effectiveness of the psychological program.

Responsibility for making interpretations, decisions and recommendations will range

- from ensuring that own work is accurate and meaningful, and making recommendations based on the interpretation of findings,
- to analyzing and interpreting a large amount of complex information and making decisions and recommendations regarding the studies and services to be carried out and the criteria to be followed to achieve the objectives of a psychological program.

Responsibility for giving training in psychological principles and techniques will range

- from giving lectures and/or demonstrations to non psychological staff such as nurses, medical interns and residents, and technical staff,
- to evaluating training needs and determining the nature and content of the training required by professional and nonprofessional staff.

Responsibility for providing psychological advice will range

- from providing guidance and advice to technical staff and employees in associated functions,
- to providing final, authoritative professional opinions and advice to other professionals and senior officials.

PROFESSIONAL RESPONSIBILITY

Degrees	Bench-mark Position Descriptions	
	No.	Paae
	1	16
	1 1 Psychologist, Shaughnessy Veterans Hospital, OVA	
<p>The incumbents are required to identify and develop approaches and techniques to meet difficult problems. They are also required to define and recommend objectives for studies, interpret findings and recommended courses of action and new or revised procedures and techniques to superiors and to members of other disciplines or functions. Guidance is restricted to discussion with superiors on the implications of unusual technical problems. Completed work and recommendations are reviewed for soundness of professional judgement and adherence to professional standards. The incumbents are responsible for giving instruction on the theory and use of psychological principles and techniques to psychology interns and graduate students and to other professional staff. They give advice in their area of work to professionals in own and associated disciplines.</p>	2	20
	2 2 Psychologist, Westminster Veterans Hospital, DVA	
	3	26
	3 3 Head, Selection Procedures Service Section, PSC	
<p>The incumbents are required to plan and develop approaches to complex problems, identify areas for study, and formulate psychological research and service programs, by the analysis and interpretation of a large amount of complex information, including the evaluation of the conclusions and recommendations of others. They are responsible for establishing objectives and procedures and assume final responsibility for all decisions and recommendations made by the psychological staff. The incumbents are professionally independent and guidance is restricted to matters of policy. They are responsible for evaluating training needs And determining the nature and content of the psychological training provided to psychology trainees and professionals in own and other disciplines. They act as consultants on all matters involving psychological considerations to senior administrative and professional personnel.</p>	4	32
	4 4 Chief Psychologist, St. Anne's Hospital, DVA	
	5	40
	5 5 Assistant Director, Treatment, Training & Prog. Planning, Canadian Penitentiary Serv.	

MANAGEMENT RESPONSIBILITY

This factor is used to measure the difficulty of the work in terms of the responsibility for the management of human, financial and physical resources, and the coordination of activities with other branches or services, departments or agencies.

When evaluating positions under this factor, raters are to consider such characteristics of the factors as the following:

Responsibility for the management of staff will range

- from the occasional supervision of trainees and technical staff,
- to the selection, evaluation, allocation, direction, training and development of a number of professional and nonprofessional staff, evaluating the effectiveness of subordinate supervisors, and setting program objectives.

Responsibility for financial and physical resources will range

- from the care and effective use of equipment and supplies,
- to the preparation and administration of a budget and the allocation of funds to studies or components.

Responsibility for coordinating work performed for, or in conjunction with other branches or services, departments or agencies will range

- from coordinating work output with personnel in other sections of the work area or in other branches of the department,
- to coordinating studies and activities involving other departments or agencies and advising other components regarding the feasibility of suggested projects or requests for information.

MANAGEMENT RESPONSIBILITY

Degrees	Bench-mark Position Descriptions	Page
	1 Psychologist, Shaughnessy Veterans Hospital, DVA	16
	1 2 Psychologist, Westminster Veterans Hospital, DVA	21
<p>The incumbents are responsible for recommending the initiation or revision of projects and procedures and for supervising the work of technical and junior professional staff. They are responsible for maintaining equipment and recommending the purchase of supplies and equipment. Incumbents are required to co-ordinate their work with that being done by personnel in other branches or services and outside departments or agencies.</p>		
	2	
	3 3 Head, Selection Procedures Service Section, Selection Procedures and Testing Services Division, PSC	27
<p>The incumbents are responsible for planning, organizing and directing the activities of a multi-functional psychology program and for directing a number of professional and non professional employees. They are required to estimate costs, administer a budget, allocate funds and control costs, equipment and supplies. The incumbent is required to co-ordinate psychological research and service programs with the work programs of other branches or services and outside organizations.</p>		
	4 4 Chief Psychologist, St. Anne's Hospital, DVA	33
	5 5 Assistant Director, Treatment, Training and Program Planning, Canadian Penitentiary Serv.	41

BENCH-MARK POSITION DESCRIPTION INDEX

In Rating Order

LEVEL	BENCH-MARK POSITION NO.	DESCRIPTIVE TITLE,	PAGE
	1	Psychologist, Shaughnessy Veterans Hospital Department of Veterans Affairs	14
2	2	Psychologist, Westminster Veterans Hospital, Department of Veterans Affairs	17
3	3	Head, Selection Procedures Service Section, Selection Procedures and Testing Services Division, Public Service Commission	22
4	4	Chief Psychologist, St. Anne's Hospital, Department of Veterans Affairs	28
5	5	Assistant Director, Treatment, Training and Program Planning, Canadian Penitentiary Service	35

BENCH-MARK POSITION DESCRIPTION INDEX

In Alphabetical Order

DESCRIPTIVE TITLE	BENCH-MARK POSITION NO.	PAGE
Assistant Director, Treatment, Training and Program Planning, Canadian Penitentiary Service	5	35
Chief Psychologist, St. Anne's Hospital, Department of Veterans Affairs	4	28
Head, Selection Procedures Service Section, Selection Procedures and Testing Services Division, Public Service Commission	3	22
Psychologist, Shaughnessy Veterans Hospital, Department of Veterans Affairs	1	14
Psychologist, Westminster Veterans Hospital, Department of Veterans Affairs	2	17

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 1

Level: 1

Descriptive Title: PSYCHOLOGIST, SHAUGHNESSY
VETERANS HOSPITAL,
DEPARTMENT OF VETERANS AFFAIRS

Summary

Under the general supervision of the Chief, Psychology Service, tests patients in order to diagnose disorders, evaluate prognostic *indications* and recommended treatment and rehabilitation needs; participates in the conduct of psychological research projects; counsels patients for vocational rehabilitation; prepares and gives lectures to non-psychological treatment staff on the principles and uses of test interpretations and on the localization of brain functions; and performs related duties.

Duties

% of Time

- Tests patients through the use of a wide variety of psycho diagnostic techniques in order to diagnose disorders, evaluate prognostic indications and make recommendations concerning treatment and rehabilitation needs
 - by selecting and administering a wide variety of objective tests to evaluate such things as psycho-motor functioning, intellectual functions, abilities and impairments, or such personality variables as emotional control, degree of regression and anxiety level, 50
 - by selecting and using projective techniques and interviewing patients to assess personality structure and the extent of the presence or absence of personality disturbances,
 - by integrating data obtained through tests and interviews,
 - by interpreting the meaning of interview and test results for differential diagnosis and preparing recommendations concerning treatment and rehabilitation needs, and
 - by presenting and explaining findings and interpretations in verbal and written reports.

- Participates in research projects in psychology, such as the development, revision and validation of psychological tests, the evaluation of treatment results or the investigation of problems in psychopharmacology
 - by assisting in the planning of research by searching professional literature to locate and evaluate the methods used in and the results of relevant experiments, as a basis for recommendations regarding the design and methodology of current research studies, 30
 - by reviewing case histories and selecting research subjects,

% of Time

- by testing the subjects of the experiment, observing and tabulating the results,
 - by organizing the data for analysis and applying prescribed statistical procedures, and
 - by interpreting the results and preparing a draft report of the research findings for review by the Chief, Psychology Service.
- Counsels patients for vocational rehabilitation in order to help patients to choose a vocation or work rehabilitation program and to accept their changed role or function
- by determining the needs, capacities and goals of patients through a review of test findings and of pertinent personal, social, educational and work history information,
 - by conducting a series of interviews, both structured and unstructured, with individual patients to help them accept and evaluate the implications of data concerning their aptitudes and capacities, develop a realistic self-concept and select suitable vocational goals, and
 - by providing occupational and training information as needed and helping patients develop vocational or rehabilitation plans.
- Prepares and gives lectures and demonstrations to non-psychological treatment staff such as nurses, medical interns and residents, concerning the principles and uses of test interpretations and the localization of brain functions.
- Performs related duties such as supervising the work of a research assistant in regard to specific assignments that contribute to the incumbent's research work; controlling and maintaining laboratory equipment; and attending professional meetings and conferences.

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Specifications

Degree

Technical Complexity

The work requires the use of a wide variety of established methods and techniques of psycho diagnostic testing. This requirement includes the use of new or unusual techniques to meet special diagnostic problems. Analysis of data involves integrating and interpreting test results and information obtained from interviews, and analyzing research findings by the use of prescribed statistical techniques. The incumbent is expected to propose improvements in the organization of assignments and in the methodology applied in research projects.

The work requires a good knowledge of the basic theory, principles and techniques of clinical psychology, with a specific knowledge of a wide variety of psychological testing methods, techniques and instruments. The incumbent must keep abreast of developments in the field of clinical psychology, and of new techniques of psycho diagnosis in particular, by regular perusal of scientific journals, abstracts and

1

Degree

book reviews. The work requires knowledge of research methodology and statistical techniques, neurological and medical syndromes, vocational training programs and hospital procedures.

Professional Responsibility

The incumbent is responsible for selecting test procedures to be used in his diagnostic work and for interpreting the results. He is responsible for evaluating prognostic indications, and making recommendations concerning treatment and rehabilitation plans after approval by the Chief Psychologist. The incumbent is held accountable for ensuring that the intent of research plans are followed, for applying methods and techniques with precision, for accurately analyzing and interpreting findings, and for drafting reports for the review and approval of the supervisor.

The work is performed in accordance with objectives and priorities established by the Chief Psychologist. Guidance is received on difficult problems of test selection and interpretation where findings are inconsistent and decisions are not clear cut. The objectives and methodology of research assignments are usually well defined, and are evolved and established in discussions with the supervisor. Work is reviewed in progress and on completion by the Chief Psychologist, who has final responsibility for the validity of the statistical interpretations and research conclusions. 1

The incumbent is responsible, as directed by the Chief Psychologist, for preparing and giving lectures to nurses, medical and psychiatric interns and residents on the principles and uses of psychological tests and the localization of brain damage.

Management Responsibility

There is no requirement for direct, continuous supervision of other staff. The work requires providing guidance and instruction to one or two research assistants when such staff is allocated for a particular research project. The incumbent is responsible for the care of laboratory equipment and recommending the purchase of new equipment. 1

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers 2

Level: 2

Descriptive Title: PSYCHOLOGIST, WESTMINSTER VETERANS
HOSPITAL, DEPARTMENT OF VETERANS AFFAIRS

Summary

Under the direction of the Chief Psychologist, assesses medical, psychiatric and neurological patients referred to the Psychology Service for evaluation and diagnosis; conducts psychological treatment of mentally and emotionally disturbed patients in order to modify their behavior and bring about improved adjustment; carries out applied and theoretical research projects in psychology; instructs psychology trainees and other treatment staff in the use of psychological principles and techniques; and supervises the work of junior psychologists and psychology trainees, as delegated by the Chief Psychologist.

Duties

% of Time

- Assesses patients, on a referral basis, in order to delineate personality dynamics and areas of dysfunction, evaluate intellectual and personality resources, diagnose mental and emotional disorders and recommend plans for treatment and rehabilitation
 - by selecting and administering a wide variety of objective tests to evaluate such things as perceptual psychomotor functioning, intellectual functions, potentialities and impairments, or such personality variables as emotional control, degree of regression and anxiety level,
 - by selecting and using projective techniques and interviewing patients to assess personality structure, the extent of the presence or absence of personality disturbances and the nature of the dynamics involved, 30
 - by integrating data obtained through tests and interviews,
 - by interpreting the meaning of interview and test results for differential diagnosis and relating conclusions to treatment and rehabilitation needs, and
 - by presenting and explaining findings, interpretations and recommendations, in verbal and written reports, to the referring physician and at case conferences.

- Conducts psychological treatment of mentally and emotionally disturbed patients in order to modify their behavior and bring about improved adjustment
 - by participating in the formulation of patient treatment plans as a member of the treatment team,
 - by observing patients and consulting with nurses, therapists and physicians concerning the progress of ongoing treatment and rehabilitation programs such as milieu therapy and ward meetings,
 - by conducting individual psychotherapy, selecting the particular technique or combination of techniques to be used and planning the frequency, duration and intensity of therapy, and 35

% of Time

- by organizing and conducting psychotherapy groups, which includes selecting patients to be included in the group, establishing a therapeutic group relationship and guiding group sessions.
- Carries out research projects in psychology, such as the evaluation of therapeutic and rehabilitation procedures and investigation into the nature of particular variables in mental illness
 - by planning the particular project, which includes formulating the hypothesis, developing the research design and determining the instrumentation and statistical methodology to be employed,
 - by submitting and justifying research plans to the Chief Psychologist and to members of research conferences,
 - by setting up complex apparatus to achieve desired observations and measurements, which may involve modifying available equipment to measure phenomena that are different from those the equipment was designed to measure, 15
 - by applying the experimental procedure to subjects, observing and recording the results,
 - by analyzing the data through the application of a variety of statistical procedures and interpreting the results, and
 - by writing research reports and scientific articles to present and explain research findings.
- Instructs psychology trainees and other treatment staff in the use of psychological principles and techniques
 - by preparing and giving lectures to psychology trainees on the use of psychological tests and on the conduct of diagnostic and therapeutic interviewing,
 - by training psychology interns and graduate students in the use of psycho diagnostic techniques through supervised practice in test selection, administration and interpretation and the diagnostic use of results,
 - by guiding and closely supervising trainees in the practice of individual and group psychotherapy,
 - by conducting seminars with senior medical students on the use of psychological services and techniques in medical practice, 15
 - by conducting seminars with trainees in psychiatric nursing on psychopathology presented in terms of need fulfillment, and the use of psychological techniques such as reality therapy to stimulate patient recovery, and
 - by developing and giving lectures on such topics as organic signs in psychological test performance and differential features of the manic-depressive psychoses as shown in test performance, at the request of the neuropsychiatry physicians and their consultants.
- Supervises the work of junior psychologists and psychology interns and graduate students, as delegated by the Chief Psychologist

% of Time

- by assigning cases to psychological trainees,
 - by providing advice and guidance to trainees in the conduct of psychological assessment and treatment services, and
 - by acting as consultant to the junior psychologist concerning diagnostic and therapeutic problems.
- 5

Specifications

Degree

Technical Complexity

The work requires the modification and adaptation of established testing techniques and the development of new techniques to solve the wide variety of clinical problems presented by different types of illnesses or dysfunctions and by individual patients. Typical examples of this requirement include the modification of the standard test battery for measuring brain damage by the addition of several new tests in order to arrive at more definitive assessments; the development of a test for differentiating the concretion of the organic in contrast to that of the schizophrenic, and the development of a non-verbal multiple choice Intelligence Quotient test in order to assess a patient who refused to communicate verbally. Modification and innovation of approaches and techniques is a routine requirement in the conduct of individual and group psychotherapy when the incumbent must constantly react and adapt to the patients' changing attitudes and emotional states.

In the assessment of personality structure and dynamics, through the administration of such projective techniques as the Rorschach Test and the Thematic Apperception Test, and in the conduct of psychotherapy, the incumbent must recognize and evaluate such subtle and interacting factors as the subject content, orderliness, patterns and relationships of patients' responses or conversations; the emotions and attitudes displayed; the quality of thought and expression; speech hesitations, and any behavioral cues that could reveal unconscious motivations and unspoken thoughts. The incumbent must weigh the relative significance of these factors and rationalize their inter relationships in order to arrive at a diagnosis and to guide patients toward improved adjustment and behavior.

2

The work requires a thorough knowledge of the theory, principles and techniques of clinical psychology, including principles and uses of a large number of objective and projective psychological testing techniques; theories and practices of a wide variety of psychotherapeutic techniques, ranging from supportive therapy through non directive techniques to techniques that involve varying degrees of analysis to depths that approach psychoanalysis; research methodology; training methods and techniques. The incumbent must keep aware of current trends and developments in the field and, through continuing study, become proficient in the use of new theories and

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techniques. The work also requires a good knowledge of neurological and medical syndromes, basic anthropological and sociological theories, and statistical techniques. The incumbent must have a good understanding of the organization and programs of community agencies and of the programs and regulations of the hospital.

Professional Responsibility

Within the established psychology program, the incumbent is responsible for developing research proposals; selecting approaches and techniques or, when he deems it necessary, developing new methods and techniques to deal with assessment and therapy problems that include all types of cases that fall within the province of clinical psychology. He is responsible for interpreting and explaining his findings and recommending treatment plans to the referring physician. As a member of the treatment team, he is responsible for presenting recommendations concerning diagnosis and treatment procedures in case conferences, whether the patient has been tested or not. Recommendations are made to the Chief Psychologist concerning new research projects, changes in administrative procedures and general use in the Psychology Service of new or modified approaches and techniques in dealing with certain types of patients or illnesses.

Specific guidance in the conduct of the work is not given; unusually difficult cases are discussed with the Chief Psychologist, the incumbent being responsible for determining the need for and seeking such consultation. Administrative problems such as the setting of priorities, changes in procedures and conflicting demands for psychological services by other treatment staff are referred to the Chief Psychologist.

2

Research proposals must be justified before projects are undertaken, and findings and conclusions are reviewed for soundness of judgement and adherence to professional standards. Assessment work is carried out independently and the incumbent assumes responsibility for the adequacy of his assessments. Therapeutic techniques are, to some extent, a matter of personal background and preference and the conduct of psychotherapy does not necessarily entail any particular technique or combination of techniques. Consequently, review of the incumbent's therapeutic work is on the basis of spot-check consultations by the Chief Psychologist to ensure adherence to professional standards of competence and to verify that professional reliance on the incumbent's work is justified.

The incumbent is responsible for developing and giving lectures in clinical psychology to psychology interns and graduate students and to members of the hospital's treatment staff, including medical and psychiatric interns and residents, nurses and physicians. Topics are

assigned by the Chief Psychologist and can include any area of clinical psychology. The incumbent is also required, as delegated by the Chief Psychologist, to provide guidance and supervised practice to psychology interns in the use of psycho diagnostic techniques and the conduct of therapy.

The incumbent provides advice to the junior psychologist concerning problems of diagnosis and therapy. He consults with physicians and other treatment staff, such as nurses, physical therapists and social workers, concerning the progress of ongoing treatment and rehabilitation programs.

Management Responsibility,

There is no requirement for continuous supervision of other staff. However, the incumbent is required, as directed by the Chief Psychologist, to supervise and review the work of one or two psychology trainees for a period of practical training. This involves supervising psychological assessments carried out by trainees, including test selection, administration and interpretation, the diagnostic use of results and the preparation of reports; and supervising their contributions to his therapy sessions when they act as co-therapists or assistant therapists.

1

The incumbent is responsible for the organization of his work to meet the schedules set by the Chief Psychologist and to co-ordinate his activities with those of other treatment staff. He is responsible for the use and maintenance of equipment and for recommending new purchases.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers 3

Levels 3

Descriptive Titles HEAD, SELECTION PROCEDURES SERVICE
SECTION, SELECTION PROCEDURES AND
TESTING SERVICES DIVISION, PUBLIC
SERVICE COMMISSION

Sumaary

Under the direction of the Chief of the Division, manages the activities of the section, which is responsible for the conduct of personnel research and the provision of test development services within the Administrative Support, Operational and Technical Categories; plans and directs the conduct of investigational and applied research on recruitment, selection, placements, appraisal and vocational development to improve the staffing activity and solve particular staffing problems; plans and directs the provision of test development services to personnel officers of the Public Service Commission and other government departments and agencies to facilitate and improve their staffing activities; provides professional advice and information on matters related to the occupational groups of the section; and performs related duties.

Duties,

% of Time

- Manages the activities of the section, which has a staff of three psychologists, two support staff and three summer interns engaged in the conduct of personnel research and the provision of test development services to assist the Public Service Commission and other government departments and agencies in carrying out their staffing activities within the Administrative Support, Operational and Technical Categories
 - by establishing guidelines for the section concerning work methods and procedures, services to be provided and research to be done, in keeping with general guidelines set down for the division,
 - by coordinating and evaluating research and service activities to ensure consistency of approach and interpretation,
 - by maintaining a progress report of the section's activities, projects completed and planned, for review by the Division Chief,
 - by establishing working relations with other sections and planning, with other section heads, projects to be carried out simultaneously,
 - by setting work priorities, allocating projects and reviewing work progress,
 - by reviewing and appraising the performance of the staff of the section, providing advice on their work and recommending their promotion, transfer or release,
 - by advising the Division Chief concerning the staff requirements of the section and interviewing job applicants,

25

- by ensuring that support staff is trained in the use of basic methods and techniques of personnel psychology, and
 - by training summer interns in the principles and techniques of personnel psychology through the provision of supervised practice in the day-to-day activities of the section and the development and assignment of special research projects,
- Plans and directs the conduct of investigational and applied research on recruitment, selection, placement, appraisal and vocational development to identify the sources and variables that improve or hinder the staffing activity and to solve particular staffing problems

- by identifying areas in need of research through the review of staffing procedures, selection standards and techniques used in the occupational groups of the section or as a result of requests from departmental officers to solve particular staffing problems,
- by deciding which projects will be undertaken by the section, taking into consideration such factors as present workload and affinity of the particular problem with projects already being carried out in the section or in other sections,
- by meeting with departmental officers to define the problems precisely, study them in their environment and formulate hypotheses to be tested,
- by discussing projects with staff members and giving general guidelines on the approaches to be followed,
- by reviewing research designs developed by staff members,
- by reviewing work progress and providing advice and assistance in solving difficult professional and administrative problems,,
- by reviewing and evaluating research reports and recommendations for validity of assessments, soundness of judgement and quality of presentation, and
- by communicating and explaining findings and recommendations to Public Service Commission and departmental officers and providing them with assistance on the implementation of recommendations,

35

- Plans and directs the provision of personnel testing services to Public Service Commission and departmental staffing officers to ensure the validity and proper use of testing methods and techniques, including the development, standardization and application of psychometric techniques and the guidance of government departments or agencies on the development and use of their own techniques
- by developing criteria, within the occupational groups of the section, for the development and use of psychometric techniques by and the delegation of already existing

% of Time

- techniques to departmental personnel organizations, in keeping with the division's established Test Construction Standards and policy on delegation of testing instruments,
 - by meeting with departmental officers to study their selection problems and provide advice and guidance on their proposals for the development and use of psychometric techniques,
 - by directing staff to review testing instruments developed by departmental officers and formulating the quality criteria to be applied,
 - by assessing the requirements for new techniques through the analysis of selection procedures used in the Administrative Support, Operational and Technical Categories,
 - by assigning priorities for the development of new psychometric techniques, and
 - by reviewing and approving all personnel testing techniques to be used in the occupational groups for which the section is responsible.20

- Provides professional advice and information on all personnel activities within the categories for which the section is responsible
 - by addressing conferences of departmental managers to explain the reasons for and the implications of new staffing techniques and procedures,
 - by addressing meetings of organizations outside the Public Service to inform them of government policies and practices in testing and related selection procedures,
 - by providing the staff of the Selection Standards Division, Public Service Commission, with advice and assistance in the preparation of selection standards, and
 - by interpreting current developments in personnel psychology to the staffing officers of the Public Service Commission,10

- Performs related duties such as representing the division at meetings of the Interdivisional Planning Program Committee to discuss and resolve problems common to the Selection Standards Division, the Delegation and Monitoring Division and the Selection Procedures and Testing Services Division; reviewing and critically evaluating all research articles produced by the division; and providing professional advice to other research organizations within the Public Service, such as the Bureau of Management Consulting Services. 10

Technical Complexity

The work requires the application of a wide range of methods and techniques, including a variety of statistical techniques, for the development and conduct of research projects in all aspects of the personnel staffing activity within the Administrative Support, Operational and Technical Categories. The work also requires the modification and initiation of techniques and procedures used in the recruitment, selection, placement, appraisal and vocational development of employees in these categories. For example, the incumbent evaluated the procedures used to select students for the Canadian Coast Guard College and assessed various alternative methods for improving their effectiveness. The incumbent initiated a research project based on the hypothesis that a test of mathematical aptitude might lessen the failure rate on the mathematical courses at the college and a new selection battery was developed, the validity of the hypothesis having been confirmed by the results of the research. Also realizing that departments would probably find difficulty in assessing "Essential Qualifications" as defined in the selection standards for the Administrative Support Category, the incumbent initiated the development of a new rating scale of these factors, one that would be reliable, of known validity and machine-scorable.

The initiation and planning of such projects requires the development and testing of various criteria for assessing the implications of established and proposed personnel procedures and techniques, and the development of techniques to identify and control the many factors that affect the particular staffing activity under investigation.

3

The work requires a thorough knowledge of the principles and practices of personnel psychology, including psychological testing, research methodology and statistics, job analysis, interviewing and counseling. It also requires a thorough understanding of personnel administration in the Public Service, including the roles and responsibilities of the central agencies and the departments of government, and all phases of the staffing process for the occupational groups in the Administrative Support, Operational and Technical Categories. It requires knowledge of the principles and practices of position classification, pay determination and selection standards in the Public Service. The incumbent must keep abreast of the trends and developments in his field through continuing study of research reports, psychological journals and tests, and contacts with other psychologists.

Degree

The work also requires a good knowledge of the acts and regulations pertinent to staffing, such as the Public Service Employment Act and Regulations and the Public Service Commission's Staffing Manual. It also requires knowledge of the aims, objectives and operational problems of departments served.

Professional Responsibility

The incumbent is responsible for assessing existing personnel staffing procedures and techniques within the Administrative Support, Operational and Technical Categories, determining the research projects to be undertaken and planning the approaches to be used in the investigation and solution of staffing problems, and determining the need for and planning the modification and innovation of personnel evaluation techniques. He is responsible for establishing work procedures and priorities for the section and for formulating guidelines and making decisions on the development and use of psychometric techniques by departmental personnel organizations. He is responsible for reviewing and approving all personnel testing techniques developed for use in occupational groups in the Administrative Support, Operational and Technical Categories, monitoring their use by central agency and departmental staffing organizations and recommending changes in the policy of the division on delegation of psychometric techniques. The incumbent assesses the implications of research findings and conclusions and makes the appropriate recommendations. For example, the incumbent recommended changes in the selection battery and new career patterns for postal clerks to the Director, Staffing Branch, Public Service Commission, and the Chief, Employment Division, Post Office Department.

The work is conducted within the policy and objectives set for the Selection Procedures and Testing Services Division and in accordance with guidelines issued by the Chief of the Division. Guidance is received on matters of policy not clearly delineated in official directives, determination of priorities between projects and services carried out in the section that affect the functioning of the division as a whole and disciplinary measures to be taken against staff of the section. Work is checked for attainment of objectives and adherence to policy and regulations by monthly progress reports and discussions on the planning and implementation of research projects and testing services.

The incumbent is responsible for assessing training needs of support staff and summer interns and determining the nature and content of the training to be provided.

The incumbent is responsible for giving professional advice and guidance to central agency and departmental personnel officers

on the development and use of selection procedures and techniques within the Administrative Support, Operational and Technical Categories. He provides advice on the solution of professional problems to members of his staff and to other psychologists in the division, and provides advice and information in the field of personnel psychology and research methodology to members of other research organizations within the Public Service.

Management Responsibility

The incumbent is responsible for planning, organizing and directing the conduct of research and service activities to meet the need for new or improved personnel staffing procedures and techniques within the Administrative Support, Operational and Technical Categories. He is responsible for supervising and coordinating the work of three professional psychologists, two support staff and three summer interns, establishing work procedures and schedules, providing training, appraising performance and recommending further formal training, promotion or transfer.

The work requires estimating and recommending staff requirements of the section and interviewing job applicants.

3

The incumbent is responsible for coordinating the activities of the section with those of other sections in the division; for example, he consults with the Head, Personnel Testing Services Section, to plan and arrange for the administration and correction of tests developed in his section, the writing of administrator's and corrector's manuals, and the delegation of tests to government departments and agencies. He is responsible for establishing and maintaining effective working relations with officers in other divisions and branches in his own and outside departments and agencies and organizing the exchange of information and the conduct of co-operative work projects.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Numbers 4

Level: 4

Descriptive Title: CHIEF PSYCHOLOGIST,
ST. ANNE'S HOSPITAL,
DEPARTMENT OF VETERANS AFFAIRS

Summary

Under the general direction of the Hospital Director, plans and directs the activities of the hospital's program in clinical psychology; provides psychological advice and information to other Chiefs of Service and to the Hospital Director; directs and participates in the provision of psychological assessment and treatment services; plans, directs and carries out applied and theoretical research in psychiatry and psychology, as the hospital's Director of Psychiatric and Psychological Research; plans, directs and conducts the hospital's training program in clinical psychology; and performs related duties.

Duties, % of Time

- Plans and directs the activities of the Psychology Service of the hospital
 - by assessing, through consultation with the Hospital Director and other Chiefs of Service, the need for psychological assessment of patients on the various services, and for psychological contributions to the treatment and rehabilitation programs of the hospital,
 - by initiating, planning and organizing the activities of the Psychology Service in order to co-ordinate and integrate psychological services with other professional services of the hospital,
 - by supervising psychologists, psychology trainees and technical and clerical support staff, which includes the recruitment and selection of staff, evaluation of performance and the establishment of work schedules and work standards,
 - by recommending establishment estimates,
 - by budgeting funds and preparing establishment reviews and costing reports, and
 - by purchasing and maintaining supplies and equipment, such as test materials, clinical and laboratory manuals, laboratory and office equipment and supplies.

20

- Provides psychological advice and information to other Chiefs of Service and to the Hospital Director
 - by participating in the planning of the hospital's treatment policy as the representative of the Psychology Service,
 - by acting as consultant in psychology to senior treatment personnel of the hospital on all matters pertaining to the treatment and rehabilitation of the in-patients and out-patients,

10

% of Time

- by providing advice to the Hospital Director on various administrative matters in which psychology can make a contribution, such as performance evaluation, management improvement and training programs, and
 - by assessing the treatment activities of the hospital and developing and recommending the use of new or revised treatment and diagnostic procedures or the initiation of new treatment programs.
- Directs and participates in the provision of psychological assessment and treatment services
- by setting criteria and procedures to be followed and assigning priorities to cases referred to the Psychology Service,
 - by distributing the case load and assigning staff to the various treatment programs of the hospital according to the nature of the particular problems to be dealt with and the knowledge and training of the various members of the staff,
 - by reviewing the diagnostic and treatment work of the staff to the extent necessary to assure its adequacy and professional competence, 25
 - by providing advice and guidance to members of the staff on cases that present unusually difficult problems of assessment and treatment,
 - by carrying out special diagnostic consultations at the request of psychiatric or medical staff and conducting individual and group therapy, and
 - by evaluating the general quality and effectiveness of the psychological assessment and treatment services of the hospital.
- Plans, directs and participates in the conduct of a research program designed to afford a greater understanding or control of mental states and behavioral processes, which includes the study and evaluation of treatment and rehabilitation techniques, studies in applied psychology and psychiatry and original inquiries into basic science problems in psychology and psychiatry
- by keeping informed regarding the research needs of the hospital and of the profession in general and guiding staff toward fruitful areas of investigation,
 - by evaluating research plans presented by staff members,
 - by preparing and submitting research proposals and designs to granting agencies such as the Medical Research Council,
 - by preparing annual research estimates for review by the Research Committee of the hospital's Medical Board, 25
 - by controlling the research budget, which includes allocating funds to different projects or purchases and recommending additional expenditures,
 - by organizing and supervising the research work carried out by the psychological staff and the personnel of the Psychiatric Research Unit, setting work schedules, conducting spot-check consultations and reviewing progress reports,

% of Time

- by reviewing research reports for validity of assessments and interpretations and quality of presentation, and
- by conducting own research projects and presenting results in scientific articles for publication and research papers for presentation at professional conferences.
- Plans, directs and conducts the training program of the hospital in clinical psychology
 - by organizing and directing the training program for M.A. and Ph. D. interns and students in clinical psychology,
 - by preparing and presenting lectures and seminars on various aspects of psychology to psychology interns and graduate students,
 - by evaluating the clinical and research work of psychology trainees and reporting assessments to the universities,
 - by organizing the training program of the hospital in group psychotherapy, as co-director with the Chief Psychiatrist, and providing supervised practice in this area to psychiatry and psychology interns and staff,
 - by advising the Chief of Service, Psychiatry, regarding the training program for psychiatric interns and conducting seminars in psycho-diagnostic testing and various other aspects of clinical psychology, 15
 - by contributing psychological findings concerning patients and research projects to the weekly Joint Psychiatric - Medical Conferences and preparing one conference per month, and
 - by organizing and participating in the conduct of seminars with psychiatric nurses, orderlies and volunteer workers, on various problems of human relations.
- Performs related duties such as searching for and collecting new information in various fields of psychology; visiting universities regarding intern training and professional development; preparing and delivering addresses to interested professional groups; and planning and organizing the contribution of the Psychology Service to hospital and community projects such as "Mental Health Week" and "Open House". 5

Specifications

Degree

Technical Complexity

The work requires originality and creativity in designing psychological research and service programs and formulating approaches for investigating and providing new knowledge in broad areas of study, in order to provide the hospital's treatment staff and the psychology profession and associated disciplines with new information on and new methods for dealing with complex clinical problems. Typical examples of this requirement include the development of a five phase Treatment-Research Program to answer the need for a systematic approach to evaluation,

treatment and follow-up of hospitalized alcoholic patients with psychiatric problems; the development and standardization of a battery of objective psychological tests, and an objective multiple choice Rorschach test to enable the assessment of minimum activity levels and behaviour changes in severely regressed, "vegetating" schizophrenics; and the design and direction of a research study into the psycho physiological and clinical effects of LSD 25, sodium amyto1 and methedrine in alcoholics and schizophrenics, which because of the negative findings resulted in the discontinuance of the use of LSD 25 as a treatment aid. Such achievements represent original contributions to clinical knowledge and treatment procedures and are often adopted by the staff of other hospitals for use in their own treatment and research activities.

The nature of the work requires adapting existing clinical theory to the solution of new and unusual problems. Methods and criteria must be devised to evaluate the effectiveness of existing treatment procedures and clinical theories and to determine the nature and extent of changes and innovations required to keep the psychological research and service programs relevant to current requirements.

The work requires comprehensive knowledge of and training in the application of the theory, principles and techniques governing the various functions of clinical psychology, including psycho-physiology, developmental psychology, social psychology, personality theory, psychopathology, construction and application of objective and projective psychometric techniques, methods of behaviour therapy and psychotherapy, research methodology and statistical procedures, and training methods and techniques. The incumbent must search for and collect information on new trends and developments in his field through continuous contact with the chairmen of departments of psychology of local universities as well as psychologists practicing in other institutions, attendance at professional meetings and conferences, and continuing study of professional journals and new books published in the field. The incumbent must be thoroughly familiar with the theory and practices of associated disciplines such as sociology, anthropology, psychiatry, neurology and general medicine in order to recognize and meet their needs for psychological services and to initiate the development of new techniques and procedures that could be of use to them. The incumbent must also keep abreast of new developments in the theory and practices of these associated professions.

The work requires a thorough knowledge of the organization, objectives and working procedures of other services within the hospital and in outside institutions. It also requires a thorough knowledge of the organization and objectives of the department and of departmental instructions and hospital regulations.

Degree

In organizing and directing the training, treatment and rehabilitation activities of the Psychology Service the incumbent must deal with a variety of outside organizations such as universities, community social agencies, training organizations and professional associations. This requires a thorough understanding of the objectives, organization and working procedures of these organizations.

professional Responsibility

The incumbent of the position is responsible for developing a balanced and effective program in clinical psychology. In this connection he evaluates the hospital's requirements for psychological services, establishes the activities to be carried out by the Psychology Service in such areas as psychodiagnosis, psychotherapy, ongoing treatment and rehabilitation programs and training, and evaluates, initiates or modifies methods and procedures for application to these various areas of psychological work. He is responsible for identifying areas for study, evaluating research proposals, and initiating and directing research studies in psychology and psychiatry. The incumbent establishes professional procedures and quality criteria for the Psychology Service; he makes all professional decisions in his own work in the areas of assessment therapy, research and training; he is required to make authoritative and final decisions on problem cases referred to him by the staff of his own and other services; and he assumes professional responsibility for any work at the establishment in the field of clinical psychology.

The incumbent is also responsible as Chief of the Psychology Service for participation, in conjunction with the Hospital Director and other Chiefs of Service, in determining the needs of patients for treatment and services, and in planning for the provision of such treatment and services. In this connection, the incumbent critically evaluates established treatment policy and programs, identifies areas in which new or revised procedures and techniques appear warranted, and develops and recommends the implementation of new or revised treatment programs or techniques.

4

The incumbent assumes full responsibility for the technical quality of his own work and that of his staff and for the direction of the Psychology Service. Guidance is in the form of departmental and hospital policies and regulations and broad program plans. Work is checked through periodic program reviews. Recommendations concerning research studies and treatment policy and programs are usually accepted and followed subject to the review and evaluation of their administrative and financial implications.

The incumbent is responsible for evaluating the needs for training in clinical psychology and deciding on the nature and content of the psychological training to be given to his own staff and to other treatment staff at the hospital. He is also responsible for developing and conducting a training program for Ph.D. and M.A. interns and graduate students in clinical psychology.

The incumbent provides authoritative advice to the senior professional staff of the hospital in all matters in which psychology can make a contribution. For example, he acts as special consultant in neurological, psychiatric or medical cases that present unusual problems of diagnosis or treatment; he acts as consultant to the Chief of Service, Psychiatry, regarding the training program for psychiatric interns, and he provides advice to the Hospital Director and other Chiefs of Service on the mental health implications of the treatment policy and ongoing treatment programs of the hospital. He provides professional advice to the senior management personnel of the hospital on various administrative matters; for example, on the development of management improvement programs for the administrative staff. He also provides advice and information to treatment any, research personnel of other hospitals, clinics, universities and government agencies concerning research findings and new treatment methods and techniques.

Management Responsibility

The incumbent is responsible for formulating the work program of the Psychology Service and for directing all phases of the operation, in order to meet the needs of the hospital for psychological assessment, treatment, training and research services. He is responsible for establishing work priorities and procedures and directing a staff of seven professional and support personnel. The incumbent is also responsible for planning and organizing a training program in clinical psychology and has continuing responsibility for the direction of a number of interns. This may include at any one time two Ph.D students, two or three M.A. students and, during the summer months, two student assistants. The incumbent carries the university staff appointment of Supervisor, Intern Training, and is responsible for interviewing and selecting interns; Lecturing to them in the field of clinical psychology; allocating diagnostic, treatment and research work; supervising and evaluating their practical work; and giving his assessment of their qualifications to the universities.

The incumbent is responsible for recommending establishment estimates for the Psychology Service, budgeting funds, and preparing establishment reviews and costing reports. As Chief, Psychiatric and Psychological Research, the incumbent is responsible for preparing annual research estimates for review by the Research Committee of the hospitals Medical Board, and for budgeting operational and capital research funds amounting to approximately .30,000.

Degree

The Chief, Psychology Service, is responsible for the co-ordination of psychological activities with, and their integration into, other professional services of the hospital. This **is** done by establishing effective working relations with senior personnel in related professions, by participating in staff conferences and planning meetings as the representative of psychology, and by sitting on boards and committees that are responsible for the most critical case decisions.

BENCH-MARK POSITION DESCRIPTION

Bench-mark Position Number: 5

Level: 5

Descriptive Title: ASSISTANT DIRECTOR,
TREATMENT, TRAINING AND PROGRAM PLANNING,
CANADIAN PENITENTIARY SERVICE

Summary

Under the general direction of the Director, Treatment, Training and Program Planning, is in charge of the department's Classification and Psychological Services, which provide professional support to the training and rehabilitation function of the Canadian Penitentiary Service; provides professional advisory and consultant services to senior departmental officers; acts as consultant regarding the conduct of research in psychology, criminology and sociology; represents the Canadian Penitentiary Service on a variety of committees and meetings; and makes decisions and recommendations in matters of discipline and custody of inmates.

Duties

% of Time

- Plans, organizes and directs the activities of the Classification and Psychological Services of the Canadian Penitentiary Service, with a large staff of professional psychologists, sociologists, criminologists and social workers and supporting staff engaged in the assessment, counseling, guidance and rehabilitation of inmates of federal penal institutions across Canada

- by issuing in the name of the Commissioner of the Penitentiary Service directives and instructions to wardens of penal institutions concerning the nature and extent of psychological and classification services to be provided to inmates:
- by making periodic visits to penal institutions to assess the quality of services provided to inmates and to ensure that policy directives are implemented,
- by establishing and supervising the implementation of the various criteria of personality characteristics, motivation, intelligence and emotional stability that govern the transfer of inmates to reduced security institutions, to ensure objectivity and consistency in the decisions made in these matters by the classification and psychological staff,
- by continually reviewing and evaluating staff carrying out the functions of the Classification and Psychological Services, and providing advice on their work problems,
- by organizing and conducting training courses for staff in such areas as counseling, psychological assessment and interviewing techniques,
- by preparing and correcting qualifying examinations for the promotion of classification staff.

40

% of Time

- by assessing the requirements for staff, materials, equipment and facilities,
 - by assessing the relative merits of alternative forms of organization and developing new organization structures,
 - by conducting a program review, preparing annual estimates and operating a system of budgetary control, and
 - by establishing qualifications required for appointments, recruiting and selecting staff, and deciding on the transfer, promotion and discipline of staff.
- Provides professional consultant services to senior departmental officers to assist them in the planning and implementation of inmate treatment and rehabilitation policy and programs and to give professional advice in the selection and training of staff for federal penal institutions
- by reviewing and assessing construction plans for penal institutions from the point of view of their psychological influence on inmates,
 - by recommending changes in the content of the Penitentiary Service's inmate training program in order to improve inmate motivation,
 - by establishing criteria for the selection of inmates to take part in the various aspects of the training program,
 - by developing recommendations concerning the kind and number of staff required to carry out training and rehabilitation programs in regional reception centers, institutions and community release centers,
 - by designing, at the request of the Deputy Commissioner of the Canadian Penitentiary Service or of the Director of Treatment and Training, new types of treatment and training programs for specialized institutions, such as institutions for young offenders and the therapeutic community experimental projects at Springhill,
 - by overseeing the implementation of these programs, investigating the problems encountered and making appropriate modifications to program plans,
 - by recommending changes in policy required for the proper implementation of new rehabilitation programs,
 - by advising the Assistant Director of Personnel, Staff Training, on the content of staff training courses and lecturing on human behavior, personality and criminal psychology at Correctional Staff Colleges,
 - by acting as professional consultant to the National Film Board in the preparation of staff training films,
 - by advising on the psychological suitability of certain job applicants at the request of the Director of Personnel, and
 - by advising selection boards on the personality factors involved in the selection or promotion of institutional staff.

35

% of Time

- Acts as consultant to senior departmental officials regarding research projects in psychology, sociology and criminology carried out by the psychological staff of the Penitentiary Service or by universities under research grants awarded by the Office of the Deputy Solicitor General
 - by assessing the value and significance of research proposals submitted by the psychological staff and by universities,
 - by authorizing research projects in psychology to be carried out in federal penal institutions,
 - by formulating research projects to be carried out by universities under research grants, at the request of the Deputy Commissioner of the Penitentiary Service,
 - by maintaining contact with universities through regular meetings, to discuss the progress of research and to arrange for the exchange of information, and
 - by collaborating with the heads of Correctional Research in the office of the Deputy Solicitor General and in the Penitentiary Service in the implementation and final assessment of research findings.

- Represents the Canadian Penitentiary Service on a number of committees and meetings to co-ordinate and integrate the rehabilitation work of the Canadian Penitentiary Service with the programs of a variety of private and governmental agencies and departments
 - by meeting with the directors and presidents of various after-care agencies such as the John Howard Society, the Salvation Army, the Catholic Rehabilitation Service and the Société d'Orientation et de Réhabilitation Sociale, to integrate their work with that of the Penitentiary Service with respect to prerelease planning for and counseling of inmates,
 - by meeting with officials of the National Parole Board to discuss plans for the parole or transfer of individual inmates and to ensure better co-ordination of services, such as the improvement in the exchange of information between the Parole Board and the Penitentiary Service or the establishment of guidelines to control the contacts of parole officers with inmates,
 - by participating, as a member of the Department of Manpower and Immigration's Joint Committee on the Rehabilitation of Inmates, in the discussion and elaboration of policy and procedures that will provide continuity in the treatment and training programs provided for inmates during incarceration and the rejobbing efforts undertaken after release, and
 - by participating, as a member of the Interdepartmental Committee on Indians and the Law, in the discussion and

% of Time

resolution of such questions as ways and means of motivating Indians, what kinds of rehabilitation programs would be especially suitable to them, and whether Indians should have special prisons or be integrated into existing institutions.

- Makes decisions and recommendations in matters of discipline and custody of inmates, such as requests for restoration of forfeited statutory remission, temporary absence, permission to marry or transfer to another region, in cases that involve behavioural or emotional factors or where conflicting recommendations are submitted by the staff in the field
 - by evaluating the reasons given by inmates for their requests and the accompanying recommendations submitted by psychologists or psychiatrists and wardens of institutions,
 - by reviewing and assessing the background history of individual cases,
 - by determining the psychological implications of the granting or refusal of requests,
 - by communicating decisions and recommendations to the wardens of institutions or to the Director, Treatment and Training, outlining the behavioural and motivational implications of the findings, and
 - by presenting and justifying recommendations to the Minister for the restoration of forfeited statutory remission in cases involving the restoration of 90 days or more.

5

Specifications,

Dearge

Technical Complexity

The work requires translating theoretical concepts into operationally feasible rehabilitation programs and developing novel approaches to the solution of problems. An example is the development of the treatment and training program for new types of federal medium security institutions for young offenders and selected adults. This program represents a new concept in dealing with this type of inmate and includes many departures from established practices. For example, in an attempt to break delinquency patterns in young offenders the incumbent established psychological criteria for grouping inmates on the basis of intelligence, educational level and type of activity, as opposed to the traditional approach of grouping offenders on the basis of age. Such developmental work requires the analysis and coordination of the many variables that affect the total impact of the rehabilitation program. This includes responsibility for such things as defining criteria for the selection and grouping of inmates to take part in the program; determining the type and number of staff required to carry out the program and developing the psychological criteria for their selection; and establishing guidelines for the provision of

counselling of, and prerelease planning for, inmates and for the coordination of rehabilitation efforts with the personnel of various private and governmental after-care organizations.

The work also requires developing and integrating new or revised procedures and treatment concepts into existing departmental programs. For example, the incumbent developed new administrative procedures and established psychological criteria to govern decisions on transfers of inmates between the various types of federal penal institutions in order to increase the objectivity of these decisions and enhance the effectiveness of inmate transfers as treatment and rehabilitation tools. The incumbent was also one of the principal consultants in the development and implementation of a new treatment program for federal institutions for drug addicts. And as a result of a study and evaluation of the personality of the drug addict, the incumbent ensured the modification of the therapeutic community approach to the treatment of drug offenders to include individual psychotherapy and counselling in order to accommodate those inmates who were unable to withstand group pressure.

The work carries a constant requirement for coordinating and integrating treatment and rehabilitation plans and programs with other areas of institutional work, and for finding solutions to problems of conflict between what is desirable in terms of the rehabilitation function of the Canadian Penitentiary Service and what is possible in terms of its custodial function and administrative limitations.

The work requires an authoritative and up-to-date knowledge of psychological theories, principles and techniques, including those of clinical psychology, social psychology and abnormal psychology; the psychology of learning and motivation; and psychological research methodology and statistics. The work also requires a comprehensive knowledge of the theories, principles and practices of such associated disciplines as sociology, social work, criminology and psychiatry. The incumbent must study and evaluate changes and developments in these fields, particularly as they apply to penological work, in order to determine their implications for the work of the Classification and Psychological Services and for other departmental programs.

5

The work requires an authoritative knowledge of the aims and organization of the department and of its requirements for professional advice and services and a comprehensive knowledge of the legislation and regulations under which the programs of the department are established, such as the Penitentiary Act, the Penitentiary Service Regulations and the Commissioner's Directives and Instructions.

Degree

The incumbent is responsible for ensuring consistency and continuity between the treatment and training provided to inmates by the Canadian Penitentiary Service and the activities of a wide variety of governmental and private organizations that are involved in the rehabilitation of criminal offenders. This requires comprehensive knowledge of the organization and programs of such government departments as Indian Affairs and Northern Development, Manpower and Immigration, and the National Parole Board and a detailed and up-to-date knowledge of the internal organization, management and programs of such private agencies as the John Howard Society, the Salvation Army and the Catholic Rehabilitation Service.

Professional Responsibility,

The incumbent is fully responsible for establishing guidelines and defining objectives for the provision of classification and psychological services to inmates of federal penal institutions, and for providing leadership and direction to a large group of professionals working in a number of different but interrelated disciplines.

The incumbent is responsible for evaluating departmental policy and practices regarding the handling of inmates, identifying areas where new approaches appear warranted, and developing new techniques and procedures and recommending their implementation. For example, to remedy the lack of any consistent and objective criteria for controlling transfers of inmates between the various types of federal penal institutions, the incumbent developed a plan that called for the establishment of regional classification boards, composed of classification officers from the various institutions within a region and one psychologist, which would decide on inmate transfers in accordance with a set of criteria that included a comprehensive evaluation of the inmate's personality, intellectual assets, treatment needs and general potential for rehabilitation. With the approval of the Commissioner, this new approach to the problem of controlling inmate transfers became part of established departmental policy and its implementation an ongoing responsibility of the position of the incumbent.

The incumbent is also responsible for making decisions in matters of discipline and custody of inmates, such as requests for restoration of forfeited statutory remission, temporary absence, and permission to marry or transfer to another region. Decisions are based on a thorough analysis of the background history of each case and of the different opinions presented for or against the granting of the request, and on an evaluation of the psychological implications of the granting or refusal of the request.

The incumbent is the senior authority in his field in the department and carries complete responsibility for the professional competence of his decisions and opinions and those of his staff. The Director, Treatment, Training and Program Planning, periodically reviews and discusses the work of the incumbent to ensure that it is consistent with the general objectives of the Canadian Penitentiary Service.

The incumbent is responsible for the professional development of his staff, and organizes and conducts training courses in psychological theory and techniques for the psychological and classification staff and keeps them informed of new developments in the field. He is also responsible for organizing and directing a program of practical training in psychology for approximately 30 summer interns. The incumbent is required to prepare and deliver lectures on human behaviour and personality and criminal psychology as part of the training courses given to institutional staff at Correctional Staff Colleges, and to advise on course content.

5

The incumbent acts as professional resource person to the Director, Treatment, Training and Program Planning, to the Deputy Commissioner, and to other senior departmental officials. Advice is given on a wide variety of matters in which knowledge of the social sciences can be of service, and this advice often constitutes effective recommendations for the development and conduct of departmental programs.

Management Responsibility

The incumbent is fully responsible for establishing and organizing the work program and allocating the resources of the Classification and Psychological Services of the Canadian Penitentiary Service and for directing all phases of the operation. He is responsible for managing a multidisciplinary staff of approximately 170 professional, technical and clerical personnel, for selecting, allocating, promoting, training and developing staff, and for appraising personnel performance. The exercise of supervision and direction over this large staff located all across the country requires that the incumbent have an appreciation of the particular problems facing each of the subordinate supervisors under his direction in order to offer constructive appraisals and suggestions for improvements in the work methods and techniques and to negotiate satisfactory solutions to problems of communication and co-ordination with other staff in the institutions and with the personnel of outside agencies.

The incumbent is responsible for estimating annual requirements for staff, equipment and facilities and projecting such requirements for a five-year period, operating a system of budgetary control, and conducting establishment reviews.

Decree

Of primary importance to the work of the incumbent is the responsibility for coordinating and integrating classification and psychological work with work being done in other areas. He is responsible for coordinating the general program of the Classification and Psychological Services with other departmental programs, such as those of Security, Education and Vocational Training. At the institutional level the incumbent must ensure the integration of psychology and classification with other services in the institution.

The incumbent represents the department on a number of committees and meetings with representatives of various governmental and private departments and agencies and is authorized to make arrangements for the co-ordination of the treatment and training activities of the Canadian Penitentiary Service with the programs of a wide variety of public and private organizations.