

YWCA TORONTO JOB CLASSIFICATION SYSTEM

(for bargaining unit, confidential and management positions)

FACTORS	I.	II.	III.	IV.	V.	VI.	VII.	VIII.	%
Skills:									22.2%
1. Education	25	50	75	100	125				
2. Experience	35	53	71	89	107	125			
Effort:									5.7%
3. Physical (0 if not applicable)	6	12	18	24					
4. Mental (0 if not applicable)	8	16	24	32	40				
Working Conditions:									6.7%
5. Environment (0 if not applicable)	5	10	15	20	25	30	35		
6. Hazards (0 if not applicable)	8	16	24	32	40				
Responsibility:									65.4%
7. Accountability	13	38	63	88	113	138	163		
8. Impact	11	33	55	77	99	121	143	165	
9. Budgets & Funds	5	10	22	34	46	58	88	100	
10. Confidentiality	6	18	30	42	54	66			
11. Interaction	15	27	39	51	63	75	87		
12. Safety of Others	6	12	18	24	30	36	42		
13. Supervision (Character)	5	25	35	45	55				
14. Supervision (Scope)	5	10	25	30	35	40			
Total points/percentage								1125	100%

Bonus for multiple programs/departments:

When an employee works in two or three programs/departments, a 13 point bonus will be given.
When an employee works in four or more programs/departments, a 25 point bonus will be given.

Bonus for stand-by responsibilities:

For those positions required to carry and respond to a pager (i.e. stand by) during *non-working hours*, a bonus will be given:

Less than 20% of the time: 10 points
20 – 49% of the time: 15 points
50% of the time or over: 20 points

Method of calculation:

365 days x 24 hours less 1820 working hours = 6940 hours of non-working hours per year

% of time required to be on stand-by = $\frac{\text{Total number of non-working hours per year required to carry and respond to a pager} \times 100}{6940 \text{ hours}}$

The least number of points that a job can be awarded under this system is 127 points. The maximum number of points that a job can be awarded under this system, including bonus points, is 1134 points.

Factor 1: EDUCATION

This factor measures the breadth and depth of knowledge required to perform the duties of the position competently. Knowledge can be acquired through formal education, prior experience, independent research, or any combination thereof. The education requirements are those required to meet the demands of the position, and do not refer to the education and/or qualifications of individuals.

Examples or equivalents are intended for clarification and are not exclusive.

<u>LEVEL</u>		<u>POINTS</u>
I	Basic skills in arithmetic, spelling, grammar and general high school subject matter and ability to use equipment relevant to the position. (= high school graduation)	25
II	Competence in the use of office systems or relevant equipment; or possess knowledge or skills in a single specialty (examples: building operations, elementary bookkeeping, office-related computer software). Knowledge is normally acquired through high school graduation + job-related courses.	50
III	General knowledge of an academic or technical discipline normally acquired through completion of a community college diploma (examples: early childhood education, business administration, social or human services, building trades).	75
IV	In-depth knowledge of an academic or technical discipline normally acquired through courses leading to an undergraduate degree (examples: social work, psychology, commerce, sociology). Work involves application of theoretical knowledge to job-related problems.	100
V	Advanced knowledge in a specialized discipline normally acquired through completion of a graduate degree in social sciences, arts or administration. The work involves mastery of concepts and theories in a professional area.	125

Factor 2: PREVIOUS WORK EXPERIENCE

This factor evaluates the length of time normally required for an individual with the specified educational criteria (Factor 1) to acquire the experience and background to perform the job competently. It includes experience in any related work.

<u>LEVEL</u>		<u>POINTS</u>
I	Up to and including 1 year experience	35
II	Over 1 year through 3 years experience	53
III	Over 3 years through 5 years experience	71
IV	Over 5 years through 7 years experience	89
V	Over 7 years through 10 years experience	107
VI	Over 10 years experience	125

EFFORT

Factor 3: PHYSICAL

This factor measures the type and frequency of physical exertion required to perform the duties of the position. The following elements are considered:

- a) frequent bending or lifting
- b) extended standing or sitting or restriction on mobility
- c) frequent repetitive motion
- d) frequent or extended periods of physical exertion

<u>LEVEL</u>		<u>POINTS</u>
I.	If one of the elements applies	6
II.	If two of the elements apply	12
III.	If three of the elements apply	18
IV.	If four of the elements apply	24

Factor 4: MENTAL

This factor measures the type and duration of mental concentration and/or the requirement to respond to many simultaneous demands. The following elements are considered:

- a) frequently juggling of own work time & priorities to respond to multiple requests for service demands from within or outside the Association (8 points)
- b) periods of fixed focus or intense concentration on *metawork* (8 points)
- c) performing complex statistical tasks or analysis (8 points)
- d) balancing conflicting roles (16 points)

<u>LEVEL</u>	<u>POINTS</u>
I.	8
II.	16
III.	24
IV.	32
V.	40

WORKING CONDITIONS

This factor examines the surroundings and potential hazards under which a job is routinely performed. Review each category and assign points based on the associated items then combine the points received in each category to determine the total points. The items must be regularly occurring factors or elements of a job - not just occasional occurrences.

Factor 5: Environment

- a) working in isolation
- b) noise from open space, and/or equipment
- c) restriction on vacation at least 15% of the time
- d) uncertainty of scheduling/shift work or stand-by for sick relief
- e) required to carry and respond to a pager (i.e. stand by)
- f) living away from home as a condition of employment
- g) working in dusty, dirty, hot or cold conditions

<u>LEVEL</u>		<u>POINTS</u>
I.	If one of the elements is encountered regularly	5
II.	If two of the elements are encountered regularly	10
III.	If three of the elements are encountered regularly	15
IV.	If four of the elements are encountered regularly	20
V.	If five of the elements are encountered regularly	25
VI.	If six of the elements are encountered regularly	30
VII.	If seven of the elements are encountered regularly	35

Factor 6: Hazards

- a) exposure to physical harm from high risk clients (8 points)
- b) exposure to communicable diseases (8 points)
- c) exposure to injury from regular travel (8 points)
- d) potential for vicarious trauma (16 points)

<u>LEVEL</u>	<u>POINTS</u>
I.	8
II.	16
III.	24
IV.	32
V.	40

Factor 7: ACCOUNTABILITY

This factor measures the nature of judgement exercised by the incumbent and the degree of latitude the position has to make independent decisions.

<u>LEVEL</u>		<u>POINTS</u>
I	Work is routine, requiring the use of established guidelines that are well defined or detailed. There is some choice of action within limits defined by standard or accepted practice and/or instructions; requires decisions that may affect quality, accuracy or efficiency of results to some degree. Unusual problems will be referred to a supervisor.	13
II	Work involves diversified duties within administrative and/or client service field(s). Requires the analysis of facts or circumstances to set priorities, and to determine what action should be taken, within the limits of standard practice.	38
III	Work involves diversified duties within administrative and/or client service field(s). Job involves frequently changing conditions and/or problems. Requires the analysis of facts and an exercise of judgement to solve problems, which may include devising methods, or modifying established procedures.	63
IV	Work involves diversified duties in the client service, administration or other operational areas. Requires background investigation and analysis of factors to solve problems. Employees may use own ingenuity to review facts, coordinate and plan work. Decisions are made within the scope of program objectives and Association policies.	88
V	Work requires complex analysis of broad problems, the planning of various inter-related activities and/or coordination of effort in an area. Employee may work out approaches to major problems and in general use own ingenuity to review facts, plan work and deal with factors wherein established policies and recognized principles may be inadequate to determine procedure or decision in all cases. Employee takes action except when problems involve policy changes or have Association wide implications.	113
VI	Work requires complex analysis and highly developed reasoning and planning skills to solve a wide range of intellectual and practical problems. Responsibility for formulating and carrying out Association policies, objectives and programs for Departments. Direct and coordinate the work of managers or specialists in order to attain objectives.	138
VII	Full accountability for the Association in consultation with the Board of Directors, as necessary	163

Factor 8: IMPACT

This factor measures the position's potential impact on the clients, resources and the image of the Association. It reflects the degree of supervision, guidance and direction received.

<u>LEVEL</u>		<u>POINTS</u>
I	Errors are easily detected by supervisors or others. Work is routinely checked.	11
II	Errors are usually detected in succeeding operations and generally confined to a single department or phase of Association activities, or may have some adverse effects on outside relationships within limited sphere. Most work is verified or checked in progress or on completion.	33
III	Errors may not be detected immediately, and may involve loss of time and resources to trace and correct. May involve monetary loss or damage to outside relationships. Work involves considerable accuracy and details of work are subject to random check.	55
IV	Errors may not be detected immediately and may affect the well-being of clients or cause some embarrassment within the department or organization or have limited impact on its public image or adversely affect the ability of the department/program to meet its objectives. Employee generally works independently. Work is subject to periodic review.	77
V	Errors may cause embarrassment within the department or organization or have a negative impact on its public image or adversely affect the ability of the department/program to meet its objectives. Employee is responsible for management, guidance and direction of program(s) and/or staff.	99
VI	Errors in judgement could cause significant losses or embarrassment to the Association generally in terms of identifiable client, personnel, internal and external relations. Employee is responsible for management, guidance and direction of program(s) and/or staff.	121
VII	Errors may involve major monetary loss or damage to the credibility or public image of the Association. Duties involve making important policy decisions and preparing information on which long-term planning or major financial decisions are based.	143
VIII	Final staff authority within the organization.	165

Factor 9: RESPONSIBILITY FOR BUDGETS AND FUNDS

This factor measures the responsibility of the job for developing and controlling a budget as well as direct control of money or funds.

<u>LEVEL</u>		<u>POINTS</u>
I	Employees who occasionally purchase small items with consent but have no budget responsibility.	5
II	Responsibility for handling cash and cash equivalents including rents, PNA, TTC tickets and taxi chits. and/or Assists in planning and/or monitoring within relevant budget lines, specific to her duties, within a program budget.	10
III	Responsible for petty cash for program or service, ensuring receipts and cash are in balance, replenishing when necessary. and/or Inputs financial data, ensuring proper account coding, exporting data to central processing and verifying monthly printout. and/or Responsible for planning and/or monitoring within relevant budget lines, specific to her duties, within a program budget..	22
IV	Assists in preparing and monitoring program budgets. and/or Maintains payroll or the accounts payable function for the Association. and/or Responsibility for budget preparation, spending authorization, and financial analysis within specific program(s) or service(s). Reporting and accountability is internal and does not involve external funders.	34
V	Responsibility for budget preparation, spending authorization and financial analysis within specific program(s) or service(s). Reporting and accountability includes external funders. and/or Responsibility for preparing and analyzing financial data pertaining to the entire organization.	46
VI	Signing authority for the entire organization within the limits of the Board of Directors signing authority policy, and recommends organization's operating and capital budget to Board of Directors for approval.	58
VII	Invests within broad guidelines total funds of organization with responsibility for results.	88
VIII	Direct responsibility to Board of Directors for financial management of the entire organization.	100

Factor 10: RESPONSIBILITY FOR CONFIDENTIAL MATTERS

This factor evaluates the discretion necessary to safeguard confidential data handled in the normal performance of the job. Consider the nature (financial, personnel, client, or association interests), scope and character of the confidential data handled. Consider also the impact of disclosure of the data, whether it would affect personnel, client or external relations.

<u>LEVEL</u>		<u>POINTS</u>
I.	Some Access Occasional contact with or access to confidential data where discretion is required.	6
II.	Regular Access Works regularly with information of a confidential nature. Disclosure would affect client, personnel relations or financial matters.	18
III.	Regular Access and Responsibility Regularly works with confidential information where judgment is required in the application of policies and procedures regarding the use of the data. Disclosure may be detrimental to two of the following: clients, personnel, financial matters or Association interests.	30
IV.	Full Access Has full access to all confidential information, within the scope of their management responsibility, where judgment is required in the application of policies and procedures regarding the use of the data. Disclosure will be detrimental to clients, personnel, financial matters or Association interests.	42
V.	Full Access and Responsibility Has full access to all confidential information, within the scope of their senior management responsibility, where judgment is required in the application of policies and procedures regarding the use of the data. Knows the meaning of the information and the impact of disclosure.	54
VI.	Full Access and Full Responsibility Has full access to all information relating to the Association: policies, practices, clients, personnel, and external relations. Knows the full meaning of the information and the impact of disclosure.	66

Factor 11: INTERACTION WITH OTHERS

This factor measures the responsibility of the job for meeting, providing counselling, dealing with or influencing other persons. In rating this factor, consider the nature of the interaction: whether contacts involve providing or obtaining information only or whether they involve counselling or influencing others: e.g. degree of diplomacy, tact, mediation, interviewing, negotiation and presentation required. This does not refer to supervision.

<u>LEVEL</u>		<u>POINTS</u>
I..	Tact and courtesy required. To give, obtain and/or exchange routine information or decisions requiring general discussion, and explanation to ensure understanding.	15
II.	To give, obtain and/or exchange program or service information requiring discussion or explanation to ensure full understanding. Tact, self control and persuasiveness are required to avoid possible friction or the creation of an unfavorable or uncooperative impression. May include dealing with emotionally charged situations on an occasional basis.	27
III.	To give, obtain and/or exchange information where different points of view may be expected. May require considerable explanation, clarification and interpretation. Requires tact, discretion and/or persuasion to facilitate Association, program and/or client goals and objectives. May involve dealing with emotionally charged situations on a regular basis.	39
IV.	To give, obtain and/or exchange information in situations which may be potentially controversial or sensitive to Association or client interests. Strong communication skills are required to ensure that suitable resolutions, agreements or decisions are reached.	51
V.	To give, obtain and/or exchange information where there is potential for significant long term impact on the Association. The highest level of communication skills are required to ensure that highly significant contacts are handled with the utmost diplomacy.	63
VI.	Responsibility to represent the Association and its policies and practices both outside and inside the Association and which involve complex negotiations and the Board authorized responsibility to obligate the Association.	75
VII	Full responsibility to represent the Association.	87

Factor 12: DIRECT RESPONSIBILITY FOR SAFETY OF OTHERS

All employees are considered to have responsibility for health and safety in the workplace, both for clients and co-workers. This factor measures the extent and frequency to which incumbents have responsibility for ensuring the safety and security of others while performing their duties.

<u>LEVEL</u>		<u>POINTS</u>
I	Responsible for exercising normal health and safety precautions and notifying the appropriate personnel of unsafe and potentially hazardous conditions or situations. This includes using common sense to ensure safety of self and/or others during unforeseen emergency situations.	6
II	Responsible for following the health and safety procedures and exercising precautions to ensure the physical safety and security of participants and employees in program(s) and/or building(s). This applies to an employee who works regularly outside regular office hours when other staff members are not readily available or who works regularly at the front desk dealing with the public. Employee is not responsible for daily preventative maintenance as part of her job. or Responsible for following the health and safety procedures and exercising precautions to ensure the physical safety of children in program(s) at a non-YWCA location where parents are generally available. or Act as the site contact to ensure that the health and safety procedures are followed by staff and/or participants and to arrange for maintenance work if required to ensure the physical safety and security of employees and/or participants in a non-YWCA building.	12
III	Responsible for routine and preventative maintenance and following Health & Safety procedures to ensure the physical safety and security of employees and/or participants in program(s) or building(s) where maintenance personnel are generally available. or Responsible for directing and/or implementing the Health and Safety policies and procedures of the Association to ensure the physical safety and security of employees and/or participants in their non-residential program(s) and/or building(s) and to ensure that management and YWCA responsibilities are met..	18
IV	Responsible for directing and/or implementing the Health and Safety policies and procedures of the Association to ensure the physical safety and security of employees and/or participants in their residential program(s) and/or building(s) and to ensure that management and YWCA responsibilities are met.	24
V	Responsible for routine and preventative maintenance and implementing and following Health & Safety procedures to ensure the physical safety and security of children in program(s) or building(s) where maintenance personnel and/or parents are not readily available.	30
VI	Responsibility for the health and safety management of the entire organization which includes formulating Association health and safety policies and procedures, ensuring Association compliance with regulatory standards and acting as liaison with other resources and various Government bodies.	36
VII	Full responsibility for exercising due diligence with regard to the health and safety of the Association.	42

Factor 13: CHARACTER OF SUPERVISION GIVEN

This factor evaluates the degree and type of supervision given to staff and/or direct service volunteers.

Consider to what extent the employee a) assigns tasks to others, b) outlines methods to be followed, c) outlines the work others are to accomplish, d) checks the progress and production of other employees, e) handles exceptional cases referred by others, and f) corrects the errors others have made.

Consider whether supervision involves direct supervision of a small group or provides general direction across several programs. Consider also if supervisory responsibility is shared.

<u>LEVEL</u>		<u>POINTS</u>
I.	No supervision given, but may occasionally show another employee how to perform a task or Occasional supervision of staff, volunteers, and/or placement students.	5
II.	Supervision over an employee or group of employees involving planning and assigning of duties, checking work, and handling ordinary difficulties.	25
III.	General supervision in which employees being supervised assume responsibility. Employees know the general work details and performance standards of the jobs. Significant difficulties are referred to this person.	35
IV.	Directs employees who work within established standards of performance and policies/procedures of a general nature. May direct the work of more than one program. Assigns objectives to be accomplished rather than setting specific methods for doing the job. Handles exceptional cases, and significant difficulties are referred to this person.	45
V.	Executive direction in which employee confers with the Board regarding the interpretation of Association goals and the policies and plans of the units. Co-ordinates the operational programs across the organization.	55

Factor 14: SCOPE OF SUPERVISION

This factor evaluates the size of the supervisory responsibility of this job in terms of the number of persons supervised. Only direct supervision is to be considered in determining the number of staff supervised.

Relief Staff, Volunteers and Placement Students are to be converted to full-time equivalency (FTE) according to the formula below and only direct supervision is credited.

When there is a situation of shared supervision the number of FTE's are to be divided.

<u>LEVEL</u>		<u>POINTS</u>
I.	Supervises no one, but may occasionally show another employee how to perform a task.	5
II.	May have or share supervisory responsibility over one or more people for short intervals throughout the year. (e.g. placement students)	10
III.	Supervises up to 1 FTE's	25
IV.	Supervises from 1.1 to 4 FTE's	30
V.	Supervises from 4.1 to 10 FTE's	35
VI.	Supervises from 10.1 to 20 FTE's	40

Sessional/Contract - to be calculated upon actual hours worked.

Relief Staff as FTE - Relief Staff are to be calculated as .25 of 1 FTE. Thus 4 Relief Staff equal one FTE.

Volunteers/Placement Students as FTE

When considering volunteers or placement students as FTE, please note that:

1. Only direct service volunteers are to be included. Committee volunteers are not "supervised" and credit for working with volunteer committees is considered under "Factor 11 Interaction". No credit is given for indirect supervision of volunteers.

FORMULA:

Up to 10 volunteers - 1,200 hours per year equal 1 FTE.

From 11 to 25 volunteers - 900 hours per year equals 1 FTE.

From 26 to 34 volunteers - 750 hours per year equals 1 FTE.

Over 35 volunteers - 600 hours per year equals 1 FTE.

Divide total actual number of volunteer hours by the number (of hours) indicated in relation to the actual number of volunteers.

EXAMPLE: Total number of actual volunteer hours is 2,871; the actual number of volunteers is 30 the equation would be: 2,871 divided by 750 (# of hours for 30 volunteers) = 3.8 FTE

Rules of Application, Definitions and Examples

- (d) Conflicting roles The work role expectation is to respond simultaneously to duties/roles which are inherently conflicting. This requires balancing the Association's interests with those of our client population or employee interests and may include adjustments for external guidelines. For example: acting as Landlord and support person; supporting parent/child interactions while reporting incidents of child neglect and/or abuse, assisting employees and/or participants in human rights complaints against the YWCA.

Factor 5 Environment

- (a) Working in isolation working alone and not in a YWCA program facility
- (c) Restriction on vacation if it occurs at least 15% of the time.
- (d) stand-by for sick relief only applies to employees who have to come in to work outside regularly scheduled work hours.
- (g) dusty, dirty, hot ,cold conditions refers to the working environment, e.g. in the kitchen, garbage room, in the boiler room, outdoor in the summer or the winter.

Factor 6 Hazards

- a) exposure to physical harm from high risk clients applies to shelter and housing environments
- b) exposure to communicable diseases applies to shelter, housing environments and working with children.
- c) exposure to injury from regular travel travel is within the city or out of town.
- d) potential for vicarious trauma potential to be traumatized by bearing secondary witness to another's trauma.

Factor 7 Accountability

Examples of positions in each level would be:

- I. Clerks, Cooks, Cleaners
- II. Administrative Assistants, Front Desk Clerks
- III. Some Program Workers, Business Coordinators, Counsellors
- IV. Some Managers
- V. Most Managers
- VI. Directors
- VII. Executive Director

Factor 8 Impact

Examples of positions in each level would be:

- I. Clerks, Maintenance Workers, Housekeepers
- II. Clerks, Receptionists, Administrative Assistants, Business Administrators/Coordinators
- III. Program Workers, Life Skills Trainers, Counsellors
- IV. Managers
- V. Directors
- VI. Executive Director

Rules of Application, Definitions and Examples

Factor 9 Budget and Funds

Examples of positions in each level would be:

- I. Some Program Workers, some Maintenance Staff
- II. Some Program Workers, Reception, Maintenance Staff, some Administrative Assistants
- III. Some Administrative Assistants, Employment Focus Career Counsellors, Event Coordinator
- IV. Finance Assistant, Business Co-ordinators/Administrators, some Administrative Assistants, Payroll Administrator, Managers of Executive Office & Communications
- V. Accountant, Program Managers
- VI. Directors of Human Resources and Administration, Director of Resource Development
- VII. Director of Finance and Information Technology
- VIII. Executive Director

Factor 10 Responsibility for Confidential Matters

II. Regular Access at least 20% of the time

Factor 11 Interaction with Others

Examples of positions in each level would be:

- I. Housekeeping positions, maintenance worker positions
- II. Clerical positions, some Administrative Assistant positions, some Receptionists
- III. Business Administrators/Business Coordinators, some Administrative Assistant positions, some Receptionists
- IV. Program Workers, Vocational Counsellors
- V. Managers
- VI. Directors
- VII. Executive Director

Factor 12 Direct Responsibility for Safety of Others

II. Children under the age of 16

Examples of positions in each level would be:

- I. Employment Counsellors; office staff; Manager of EO&C; Director of Resource Development , Director of Public Affairs
- II. Breakthrough Program Workers, Life Skills Trainers, Receptionists, Front Desk Clerks, Shelter Children's Advocate, Designated staff at SSCEC, WSW, CAC;
- III. Manager of Employment Programs; Director of Finance and Information Technology; Maintenance Supervisor & Worker; Office Administrator; Shelter Business Co-ordinator; Jessie's Community Worker/Administrator ,Stop 86 Business Co-ordinator/Youth Worker and House Co-ordinator
- IV. Housing Managers or Directors
- V. Manager of Camping, Program Worker, Camping
- VI. Director of Human Resources and Administration
- VII. Executive Director

Rules of Application, Definitions and Examples

Factor 13 Character of Supervision Given

Examples of positions in Levels II to V are:

- II. Maintenance Supervisors, Volunteer and Donation Program Co-ordinator, Women's Shelter, Business Administrators, Business Co-ordinators
- III. Managers who supervise employment counsellors, program workers, or Directors who supervise employees in specialized positions, e.g. Director of Resource Development, Director of Human Resources and Administration, Director of Public Affairs
- IV. Directors who supervise Managers
- V. Executive Director

Factor 14 Scope of Supervision

Direct supervision Employee reports directly to the supervisor. Supervisor prepares and conducts performance reviews.

Bonus for multiple programs/departments:

Bonus points will be given to an employee who works in two or more programs or departments. For example: Scarborough South Community Employment Centre and Employment Focus would be considered two programs. Finance and Information Technology would be considered two departments.

Bonus points will be given or taken away when an employee's job description changes whereby she/he takes on a new program/department or is no longer required to work in two or more programs or departments. This might change the level of the job at which time the job will be re-rated by the Joint Job Classification Committee and the position will be paid at the appropriate level.

Bonus for stand-by responsibilities:

Same principle as bonus points for multiple programs above. When the percentage of time changes, the bonus points change and this might change the level of the job.

JOB EVALUATION

JOB TITLE: _____ INCUMBENT: _____

DEPARTMENT: _____ SUPERVISOR: _____

	FACTOR	EVALUATION RESULTS	LEVEL	POINTS/ ELEMENTS
SKILLS	1. Education			
	2. Experience			
EFFORT	3. Physical Effort			
	4. Mental Effort			
WORKING CONDITION	5. Environment			
	6. Hazards			
RESPONSIBILITY	7. Accountability			
	8. Impact			
	9. Budgets and Funds			
	10. Confidentiality			
	11. Interaction			
	12. Safety of Others			
	13. Character of Supervision			
	14. Scope of Supervision			
BONUS	Bonus for Multiple Programs			
	Bonus for Stand-By			
TOTAL POINTS				

Date: _____

Level: _____

**YWCA OF GREATER TORONTO
JOB CLASSIFICATION SYSTEM**
(for bargaining unit, confidential and management positions)
September 1, 2001

POINTS BY LEVEL

<u>LEVEL</u>	<u>POINTS</u>
1	127-250
2	251-300
3	301-350
4	351-400
5	401-450
6	451-500
7	501-600