



ONTARIO  
SOCIETY  
OF PROFESSIONAL  
ENGINEERS

MERCER



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2010 OSPE | Ontario Society of Professional Engineers  
Employer Compensation Survey

# Participation Guide

Consulting. Outsourcing. Investments.

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The Classification Guide of Engineering Responsibility Levels is reproduced herein with the express consent of the Ontario Society of Professional Engineers.

## General Information

The 2010 OSPE Employer Compensation Survey, conducted under the auspices of OSPE on behalf of its members and their employers is designed to:

- Establish meaningful criteria for levels of engineering responsibility for the benefit of both engineers and employers of engineers, and
- Provide current data with respect to actual compensation levels for engineering work.

OSPE maintains an Employer Compensation Survey Advisory Committee, comprised of both compensation professionals and professional engineers from a variety of industries. The committee met this spring with Mercer to refine the survey instrument, review procedures, and reflect on the needs of the membership and employers of engineers in Ontario. We would like to thank the Committee for their advice and support throughout the survey planning process. The Committee members in 2010 are:

Daniel J. Young, M.Eng., P.Eng.  
Committee Chair  
Acting CEO, OSPE

Carolyn Philps  
Manager, Human Resources  
MMM Group Limited

Adele Argirakis  
Human Resources Director  
Crossey Engineering Ltd.

Dominic Macchia  
Director, Human Resources and Facilities  
MDA Space Missions

Andrew Sebastian  
Corporate HR Manager  
Wardrop Engineering, A Tetra Tech Company

J. David Shantz, P.Eng.  
Executive Director  
Municipal Engineers Association

Barry Wohl  
Corporate Vice-President of HR  
Vector Aerospace

Joanne Greene  
Manager, Compensation & Benefits  
City of Toronto

Birdi Bressler  
Leader, Compensation & HRIS  
NOVA Chemicals

Sherry Knights  
HR Specialist  
GE – Hitachi Nuclear Energy Inc.

Caroline E. Stewart  
Senior Compensation Advisor  
Bombardier Aerospace

Stephen Jack, P.Eng.  
OSPE Member Representative

## Important Dates

- |  |                      |
|--|----------------------|
| ▪ Questionnaires Distributed           | May 11, 2010         |
| ▪ Data Effective Date                  | June 1, 2010         |
| ▪ Early Bird Bonus Deadline            | June 9, 2010         |
| ▪ Questionnaires Due                   | <b>June 23, 2010</b> |
| ▪ Survey Results Available             | September 23, 2010   |
| ▪ OSPE Member Market Summary Available | September 23, 2010   |

## About OSPE

The Ontario Society of Professional Engineers (OSPE) is the Voice of Ontario's Engineers. OSPE promotes and supports excellence in all aspects of engineering by enhancing the professional recognition of Ontario's 73,000 professional engineers among employers and all levels of government; increasing their public profile; and advancing their economic interests by offering exemplary professional development, career advancement and affinity programs. For more information, please visit [www.ospe.on.ca](http://www.ospe.on.ca).

If you have questions or comments concerning the administration of the survey, please contact OSPE directly at [careercentre@ospe.on.ca](mailto:careercentre@ospe.on.ca) or 416 223 9961 ext. 239

## Confidentiality and Privacy

The participant is responsible for ensuring that it complies with all applicable privacy legislation in preparing responses to this questionnaire and disclosing any information to Mercer in connection with the questionnaire. Mercer ensures that all data disclosed to it in this questionnaire will be treated as confidential. In instances where this data may be used in other OSPE survey reports, such as custom analyses, your company's name may appear in the participant list. The *2010 OSPE Employer Compensation Survey* data does not form part of the general industry Mercer database. Mercer will maintain the highest level of data security and ensure confidentiality of all data submitted. Mercer is committed to protecting the privacy of your employees' data and to meeting its obligations under Canadian privacy law.

Where necessary, individual responses will be verified with participants by the staff of Mercer. If verification is not received from the participant, data may be excluded. Mercer reserves the right to exclude data which it considers statistically invalid or which cannot be verified by the participant.

The *2010 OSPE Employer Compensation Survey* package, including all aspects and modifications thereof (hereafter referred to as "the Survey"), contains the proprietary information of Mercer and the Ontario Society of Professional Engineers. No part of the Survey may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, or information storage and retrieval systems, without the prior written consent of Mercer and the Ontario Society of Professional Engineers. Redistribution or reproduction of the material is expressly forbidden. The use of the Survey is limited to the original buyer or recipient.

## Contacting Us – How Can We Help?

If you have any questions about the *2010 OSPE Employer Compensation Survey* or other Mercer surveys or services, please contact Mercer:

**Phone:** 1 800 631 9628  
**Fax:** 1 800 553 9666  
**e-mail:** [info.services@mercer.com](mailto:info.services@mercer.com)  
**Mail:** Information Product Solutions  
Mercer  
161 Bay Street, P.O. Box 501  
Toronto ON M5J 2S5

If you have any questions about the history of the engineering salary surveys or OSPE services, please contact OSPE:

**Phone:** 416 223 9961 ext. 228 (Toll Free: 1 866 763 1654 ext. 239)  
**Fax:** 416 223 9963  
**e-mail:** [careercentre@ospe.on.ca](mailto:careercentre@ospe.on.ca)  
**Mail:** Ontario Society of Professional Engineers  
4950 Yonge Street, Suite 502  
Toronto ON M2N 6K1

## Ordering the Survey Results

The survey results are **not** automatically sent to survey participants. In order to ensure that you receive the survey results as soon as they become available, you have three options:

1. Indicate your order preference on Tab 2a "Order Results and PayMonitor® access" in the excel questionnaire when you participate.
2. E-mail Mercer at [info.services@mercer.com](mailto:info.services@mercer.com) or
3. Order online at [www.imercer.ca/OSPE](http://www.imercer.ca/OSPE)

Please do not include payment for the survey at this time. Mercer will invoice you for the survey when your order is fulfilled.

You must submit data for all incumbents that match a benchmark in the survey in order to be eligible for participant pricing of the survey results.

The survey is open to any employer of engineers who work in **Ontario**. The survey results may be purchased by any employer in electronic format through PayMonitor or in PDF only by OSPE members.

The survey results are available in two formats online: Standard and Premium, as described below. Please indicate your selection on the order form.

**Online Results** – Survey results are available in an online format through Mercer PayMonitor. As a participant, the Premium Edition of PayMonitor may be used to analyze the survey data in non-standard categories (i.e., define custom cuts of the data). PayMonitor access to survey report data allows you to:

- Print the standard hard copy report in its entirety.
- Review, copy and paste the position descriptions.
- Automatically select positions which your organization matched to the survey results (Participants Only).
- Establish custom queries based on any combination of survey scope variables (e.g., organizations in selected industries having sales/revenues within a specific range – Premium Only).
- Specify custom percentile statistics for the compensation variables you need (e.g., 65<sup>th</sup> percentile – Premium Only).
- Preview, print and export your survey reports.
- Populate and compare your organization's data to market data (Participants Only).
- Request custom peer groups by organization name for an additional fee of \$275 (Participant Premium Orders Only).

### Standard vs. Premium Access

#### Standard features:

- PDF of prepared base salary and total cash compensation statistics for each of the 6 responsibility levels (A-F)
- Price benchmark roles
- Age statistics
- Run an unlimited number of reports and analyses
- Export and/or print data
- Access pre-defined markets based on 6 established scope criteria: location, industry, # of engineers, year of graduation, job type, gross revenues
  - *Example: Total Cash for Level B employees in the Durable Manufacturing sector.*

#### Premium features:

All standard features plus:

- Ability to customize markets based on queries you define, including any combination of the 6 standard scopes plus # of employees, gender and engineering discipline.
  - *Example: Total Cash for Level B employees who graduated in 2000 and work in Durable Manufacturing organizations smaller than \$100 mm.*
- Exclude your data from calculations\*
- Compare your data to the market\*
- Overtime eligibility data
- Full set of industry reports provided  
\* *Participants Only*

## New This Year

With the valuable input of the OSPE Employer Compensation Survey Advisory Committee and OSPE member employers, we are now collecting two new incumbent data elements. The first is information on whether the incumbent is covered by a collective bargaining agreement (Unionized), and the second is data regarding an incumbent's Annual Incentive Target (% of base). Please ensure you complete these two new columns of data found on "Tab 4 - Incumbent Data" of the questionnaire. Additional descriptions of these two new elements are below on page 8.

## Learn More About PayMonitor

Participants have three options to learn more about Mercer's online PayMonitor tool:

- Visit our website at [www.imercer.ca](http://www.imercer.ca) and view our online demonstration.
- Participate in a complimentary web training session by signing up on [www.imercer.ca/events](http://www.imercer.ca/events). General training sessions are scheduled based on interest level and are on a first come first served basis.

## Custom Peer Groups

Participant employers who purchase the Premium Edition of PayMonitor may also choose to select a named peer group of companies for market comparisons. A peer group must include, at minimum, 10 firms. Peer groups can be loaded into PayMonitor for your exclusive use. Fees for a custom peer group are Cdn \$275 each in addition to your Premium order.

## Non-Participant Pricing

If you elect not to participate in the survey, but want to order the results, you may do so. Non-participants who order PayMonitor will not be able to take advantage of features that automate analyses of "Your Data" compared to the marketplace and will not be able to select a named peer group of companies for market comparisons. A substantial non-participant premium is levied. Please visit our website at [www.imercer.ca/OSPE](http://www.imercer.ca/OSPE) or contact Mercer Customer Service at 1 800 631 9628 for details.

## Early Bird Bonus Offer

Submit your data to us by June 9, 2010 and receive a complimentary excerpt on Work Environment from Mercer's Human Resource Policies and Practices Database. The excerpt will provide current data on:

- Standard work week;
- Summer hours;
- Flexible work programs; and
- Sabbaticals.

## How to Participate

### STEP ❶ – Review Instructions

- Read through the Participation Guide (this document).

### STEP ❷ – Complete Your Questionnaire

- Finalize matches and map positions to the survey benchmarks.
- Complete Excel questionnaire data submission spreadsheet by referring to definitions found in this guide.
- Make a copy of the completed submission for your records.

### STEP ❸ – Order Results

- **Survey results are not automatically sent to participants.** Complete the order tab to ensure that you receive access to the results when you need them to make critical compensation decisions.
- You will be invoiced when your order is fulfilled.

### STEP ❹ – Submit Your Questionnaire

- Once you have completed and reviewed your data, please save the file and keep a copy for your records. The completed questionnaire should be uploaded or e-mailed to Mercer no later than **June 23, 2010**. There are two options for submitting your data electronically to Mercer:
  1. As a way to continually improve the data submission process, Mercer is offering the ability to upload your questionnaire. The questionnaire will be uploaded directly to Mercer via a secure Internet connection. You can access the upload site at the following address:  
<https://hcsurveys.imercer.com/CA>
  2. Alternatively, e-mail the completed questionnaire to: [info.services@mercer.com](mailto:info.services@mercer.com). Please include your organization name and any pertinent contact information.
- We know that you value receiving the survey results in a timely manner. **In order to provide you with timely results, please ensure that you submit your data by the June 23, 2010 submission deadline.** If you expect to have difficulty meeting this deadline, please contact us at 1 800 631 9628. We will work with you to help you submit your data on time.
- After submitting your data electronically to Mercer, an e-mail notification will be sent within 24 hours to your e-mail address confirming receipt of your questionnaire. Please save your confirmation e-mail for your records. If you do not receive an email confirmation from Mercer, or if you have any questions, please call Customer Service at 1 800 631 9628.

## Top Five Helpful Submission Hints

We know that you value high-quality reports delivered by Mercer. As part of the survey process, we have a rigorous multi-level approach to data verification. At various stages of our analysis, you are likely to hear from us while we are reviewing your submission. Please review our list of the top five common submission pitfalls to ensure your submission is complete and accurate.

### ❶ Do not submit average compensation data

Mercer collects data at the incumbent level, rather than at the job level. This allows us to report both incumbent and organization weighted statistics. This means we expect to see multiple lines of data at each level of engineering responsibility. To avoid having to re-submit your data, please submit actual base salary and incentive information.

### ❷ Report Your Organization's Gross Revenues

All of Mercer's reports break out compensation information by annual dollar volume. Please submit the annual gross revenues (or operating budget if a not for profit organization) that represents your Canadian organization, reported in Canadian dollars and rounded to the nearest million.

### ❸ Submit workplace postal code information

All of Mercer's reports break out compensation information by geographic location which is valuable for organizations trying to compare pay across metropolitan centres as well as rural areas. To provide more value to you, we would ask that you complete this information and in absence of postal code information, submit the city name where the incumbent is employed.

### ❹ Submit annualized base salaries and incentive amounts

Please annualize all partial annual base salaries and incentive amounts for part-time employees, including those working a reduced work week and new employees who have recently joined your organization.

### ❺ Zero and blank incentive values (if your organization has an incentive plan)

To allow you to analyze actual incentive amounts granted and keep a pulse on pay for performance we distinguish between zero and blank variable pay amounts.

- Enter 0 if the incumbent is eligible for an incentive, has completed a full plan cycle but earned no payout due to poor individual, business unit or corporate performance.
- Leave the cell blank if the role is eligible for an incentive but the incumbent has not yet completed a full cycle or was absent during the plan year.
- Leave the cell blank if the role is not eligible for any form of incentive.

## Matching Your Positions to the Benchmark Positions

- Please see page 11 for the "Classification Guide of Engineering Responsibility Levels".
- Please match an incumbent to only one benchmark position.
- Please match your Professional Engineers only, that is, engineers who are licensed or eligible to be licensed by Professional Engineers Ontario.
- The survey has not been designed to cover every possible Professional Engineer in your organization – the selected positions are intended to be benchmarks, so please treat them accordingly.
- Please do **not** match:
  - **Engineers working in positions that exceed the scope described in Level F**
  - Expatriate employees
  - Incumbents employed outside of Ontario
  - Temporary or contract employees
  - Limited license holders
- **Please visit [imercer.ca/ospe](http://imercer.ca/ospe) to download the full Engineering Classification Levels document.**
- If you require additional information on level parameters or would like to discuss your matches, please contact Mercer at 1 800 631 9628.

## Data Submission Information

The following definitions and instructions pertain to the questionnaire.

### Tab 2 – Contact Information

Enter your contact details in the **Contact Information** Form.

### Tab 2a – Order Results & PayMonitor® Access

Results are not automatically sent to survey participants. In order to ensure that you receive a copy of the survey results as soon as they become available, indicate your preference on this tab. As the purchaser of this survey, you will be granted access as the primary survey contact for your organization. Additional PayMonitor users may be added in the “Additional User(s)” section at \$150 each. You will remain the primary contact for this survey.

### Tab 3 – Organization Profile

The Organization Profile spreadsheet collects information regarding your organization’s location, core business and size. This section must be completed by all participants in order to be considered a participant in the survey.

### Tab 4 – Incumbent Data

Collects compensation elements for each individual matched to a benchmark survey position. In order to provide high quality survey results, please note that incumbent data is required. Data you report should be current as of June 1, 2010. The order of the data elements listed below is the same as the order in which they appear in the incumbent compensation data worksheet.

#### Engineering Responsibility Level (A–F)

Enter the responsibility code which most closely reflects the incumbent’s level of engineering expertise. Please do not leave blank or enter two codes for one incumbent. **Please DO NOT match Engineers working in positions that exceed the scope described in Level F.**

#### Employee Identifier (Optional)

Enter your employee number or identifier (optional). This will serve as a useful reference should there be any questions with respect to the data submitted. Please do not include social insurance numbers or the incumbent’s name in this field in the final submission that you send us. If your organization does not have employee IDs, please auto-number this column. When you access the results in PayMonitor, including this information will help you to compare your organization’s data to the market.

#### Workplace Postal Code

Enter the postal code of the incumbent’s workplace. If this information is not available, please enter the city name of the incumbent’s workplace. Incumbents working outside of Ontario should be excluded from the survey. If the employee works from home or spends a majority of work time travelling, enter the postal code of the office to which they report. Province names or abbreviations will be deleted.

#### Standard Work Week (Hours)

Enter the number of hours in a standard work week for the **position**, excluding unpaid lunch breaks or other unpaid time. Standard work weeks may vary depending on several factors, including whether the position is based in a corporate office, plant, or regional office. **Note:** If the standard hours of work are 8 hours per day, 5 days per week, please enter “40”, not “8”.

#### Annual Base Salary (Canadian \$)

Enter the current annual base salary for each incumbent matched (effective June 1, 2010). **Where multiple incumbents are matched to a position, please do not report average salaries.** Report a separate line of data for each incumbent. Include any payments which are a continuing component of guaranteed compensation such as cost-of-living allowances. Please **exclude** all premiums and overtime pay. All salaries should be reported in Canadian dollars. Annualize any part-time or partial year salaries based on 12 months and your organization’s standard work week.

### Annual Incentive Eligible (Y/N)

Indicate whether this position is eligible for annual cash incentives. These may include bonuses, sales commissions, project bonuses, profit and gain-sharing, lump sum merit pay or other performance related variable pay (Y/N). Incentives **do not include** employee referral bonuses, spot awards, overtime payments, shift differentials, long-term incentives or consulting fees.

### Annual Incentive Target (% of Base)

Indicate the target annual cash incentive for the position as a percentage of base salary for a competent working level employee whose performance is satisfactory. **Example:** If your target is 5%, please enter "5" not ".05".

### Annual Incentive Granted (Canadian \$)

Enter the actual amount of incentive granted in the most recently completed fiscal year. Incentives may include bonuses, sales commissions, project bonuses, profit and gain-sharing, lump sum merit pay or other performance related variable pay. Incentives **do not include** employee referral bonuses, spot awards, overtime payments, shift differentials, long-term incentives or consulting fees.

- Please only include bonuses based on formal incentive plans. Do not include ad hoc or discretionary bonuses, such as holiday bonuses, in this field.
- **Annualize any partial year awards.**
- Leave blank if the incumbent is eligible to receive variable pay but has not yet completed a full cycle of your plan.
- Leave blank if the role is not eligible for any form of incentive.
- Enter 0 if the incumbent is eligible for variable pay, has completed a full plan cycle but earned no award due to poor individual, business unit or corporate performance.

### Overtime Eligible (Y/N)

Indicate whether this incumbent is eligible for overtime compensation.

### Unionized (Y/N)

Indicate if this position is compensated based on a collective bargaining agreement.

### Year of Graduation

Indicate the year of graduation from an undergraduate degree program or other degree accepted as the academic requirement for licensure. Enter 9999 for incumbents who have entered the profession through the examination route. Enter 0 if the year of graduation is not known.

### Gender (M/F)

Indicate whether the incumbent is male (M) or female (F).

### Engineering Discipline

Indicate the engineering discipline that each incumbent works in from the list provided. If you are not able to select one discipline, please leave blank. Please select the job type in which the incumbent spends most of his/her time.

If there are engineering disciplines that are not represented in the list below that you would like data collected for in future years, please specify in the Notes and Feedback tab of the questionnaire.

Code	Engineering Discipline	Code	Engineering Discipline
1	Chemical	6	Mechanical
2	Civil and Structural	7	Computer & Software
3	Electrical	8	Environmental
4	Geological & Mining	9	Systems
5	Industrial	99	Unknown / Not Reported / Other

## Job Type

Indicate the main job type or function of the incumbent's currently assigned role from the list provided. Please select the job type in which the incumbent spends most of his/her time. If you are not able to select one job type, please leave blank.

Code	Job Type	Code	Job Type
1	Administration and Support	8	Management
2	Computer Systems and Information Technology	9	Manufacturing, Operations and Production
3	Construction and Installation	10	Marketing and Sales
4	Consulting (client-facing)	11	Research, Development and Design
5	Customer Support Service (Post-Sales Technical Assistance)	12	Quality Control and Quality Assurance
6	Environmental, Health and Safety	13	Supply Chain Engineering (Logistics, Procurement and Contracts)
7	Maintenance and Servicing	14	Teaching, Training and Education
		99	Unknown / Not Reported / Other

The following section provides job type definitions, where these are available.

**Consulting (client-facing)** – Consulting engineering is a profession that provides independent advice and a wide range of services normally associated with the development and implementation of capital projects. Specialized fields within the sector include mechanical, civil, electrical, chemical and computer engineering activities and technologies.

**Customer Support Service (Post-Sales Technical Assistance)** – Responsible for providing high level post-sales technical support in engineering environments. May be required to install and configure hardware and/or software as well as provide technical services to ensure fulfillment of maintenance contracts and service level agreements.

**Maintenance and Servicing** – Provide engineering support to ensure that machinery is fully maintained and that there is minimal disruption to production due to equipment malfunction or downtime. Also responsible for the installation, configuration and operation of a range of production equipment.

**Management** – Roles that have supervisory responsibility. Directly accountable for recruitment and performance management for assigned staff.

**Research, Development and Design** – Responsible for undertaking research projects with the goal of breaking new ground in a given discipline which, in turn, could lead to new or enhanced products or processes.

**Quality Control and Quality Assurance** – Responsible for control measures during production and after processing aimed at achieving specific standards.

**Supply Chain Engineering (Logistics, Procurement and Contracts)** – Responsible for optimizing the shipment of goods and services from supplier to customer (optimize production, decrease manufacturing time, minimize inventory, streamline order fulfillment and reduce costs).

**Teaching, Training and Education** – Responsible for developing and delivering training materials and programs on company products, processes and technologies.

## Tab 5 – Position Information

We have provided a list of all responsibility levels surveyed for your convenience. In addition to the responsibility levels, this list also contains the full level descriptions.

## Tab 6 – Job Type

We have provided a list of some Job Type codes and definitions (where available) for your convenience.

## Tab 7 – Notes and Feedback

We welcome your feedback regarding the *2010 OSPE Employer Compensation Survey*. Space for your comments, explanations and suggestions is provided on Tab 7 of the questionnaire. For instance, you might provide additional detail concerning your annual short-term incentive plans, organizational structure or general compensation practices. This information is very useful when we are reviewing your submission.

In addition, please feel free to contact our customer service representatives to give us your suggestions at 1 800 631 9628 or e-mail us at [info.services@mercer.com](mailto:info.services@mercer.com).

## Tab 8 – Incumbent Data Terms and Definitions

Incumbent data terms and definitions are displayed on Tab 8. These terms and definitions will assist you in completing the questions on Tab 4 – Incumbent Data.

## Tab 9 – Working Sheet

The structure of the excel workbook and the worksheets therein are protected to help us maintain a higher degree of data integrity. We understand that you may have a need to use features of Excel (e.g., formulas, data conversions, etc.) in the process of supplying your data. Hence we have provided an additional tab named “Working Sheet” that you can use for this purpose. This tab has no restrictions applied to it and you can use this to perform any work needed to complete the submission process. Please be sure to provide your data on the appropriate tabs and columns. We will not review information on this tab.

## Classification Guide of Engineering Responsibility Levels

(Reproduced with the permission of the Ontario Society of Professional Engineers)

Level of Responsibility	LEVEL A	LEVEL B	LEVEL C
Duties	Receives training in the various phases of office, plant, field or laboratory engineering work as classroom instruction or on-the-job assignments. Tasks assigned include: preparation of simple plans, designs, calculations, costs and bills of material in accordance with established codes, standards, drawings or other specifications. May carry out routine technical surveys or inspections and prepare reports.	Normally regarded as a continuing portion of an engineer's training and development. Receives assignments of limited scope and complexity, usually minor phases of broader assignments. Uses a variety of standard engineering methods and techniques in solving problems. Assists more senior engineers in carrying out technical tasks requiring accuracy in calculations, completeness of data and adherence to prescribed testing, analysis, design or computation methods.	Generally would be a fully qualified professional engineer. Carries out responsible and varied engineering assignments requiring general familiarity with a broad field of engineering and knowledge of reciprocal effects of the work upon other fields. Problems usually solved by use of combination of standard procedures, modification of standard procedures, or methods developed in previous assignments. Participates in planning to achieve prescribed objectives.
Recommendations, Decisions and Commitments	Few technical decisions called for and these will be of routine nature with ample precedent or clearly defined procedures as guidance.	Recommendations limited to solution of the problem rather than end results. Decisions made are normally within established guidelines.	Makes independent studies, analyses, interpretations and conclusions. Difficult, complex or unusual matters or decisions are usually referred to more senior authority.
Supervision Received	Works under close supervision. Work is reviewed for accuracy and adequacy and conformance with prescribed procedures.	Duties are assigned with detailed oral and occasionally written instructions, as to methods and procedures to be followed. Results are usually reviewed in detail and technical guidance is usually available.	Work is not generally supervised in detail and amount of supervision varies depending upon the assignment. Usually technical guidance is available to review work programs and advise on unusual features of assignments.
Leadership Authority and/or Supervision Exercised	May assign and check work of one to five technicians or helpers. Does not supervise junior engineers.	May give technical guidance to one or two junior engineers or technicians assigned to work on a common project.	May give technical guidance to engineers of less standing or technicians assigned to work on a common project. Supervision over other engineers not usually a regular or continuing responsibility.
Guide to Entrance Qualifications	Bachelor's degree in Engineering or Applied Science or its equivalent with <b>little or no</b> practical experience. Will not likely have their P .Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with two to three years working experience from the graduation level. May have a P .Eng.	Bachelor's degree in Engineering or Applied Science or its equivalent, normally with minimum three to five years related working experience from the graduation level. Typically holds a P .Eng.

## Classification Guide of Engineering Responsibility Levels (Reproduced with the permission of the Ontario Society of Professional Engineers)

LEVEL D	LEVEL E	LEVEL F
<p>First level of direct and sustained supervision of other professional engineers OR first level of full specialization. Requires application of mature engineering knowledge in planning and conducting projects having scope for independent accomplishment and co-ordination of difficult and responsible assignments. Assigned problems make it necessary to modify established guides, devise new approaches, apply existing criteria in new ways, and draw conclusions from comparative situations.</p>	<p>Usually requires knowledge of more than one field of engineering OR performance by an engineering specialist in a particular field of engineering. Participates in short and long range planning; makes independent decisions on work methods and procedures within an overall program. Originality and ingenuity are required for devising practical and economical solutions to problems. May supervise large groups containing both professional and non-professional staff; OR may exercise authority over a small group of highly qualified professional personnel engaged in complex technical applications.</p>	<p>Usually responsible for an engineering administrative function, directing several professional and other groups engaged in interrelated engineering responsibilities; OR as an engineering consultant, achieving recognition as an authority in an engineering field of major importance to the organization. Independently conceives programs and problems to be investigated. Participates in discussions, determining basic operating policies, devising ways of reaching program objectives in the most economical manner and of meeting any unusual conditions affecting work progress.</p>
<p>Recommendations reviewed for soundness of judgment but usually accepted as technically accurate and feasible.</p>	<p>Makes responsible decisions not usually subject to technical review on all matters assigned except those involving large sums of money or long range objectives. Takes courses of action necessary to expedite the successful accomplishment of assigned projects.</p>	<p>Makes responsible decisions on all matters, including the establishment of policies and expenditure of large sums of money and/or implementation of major programs, subject only to overall company policy and financial controls.</p>
<p>Work is assigned in terms of objectives, relative priorities and critical areas that impinge on work of other units. Work is carried out within broad guidelines, but informed guidance is available.</p>	<p>Work is assigned only in terms of broad objectives to be accomplished, and is reviewed for policy, soundness of approach and general effectiveness.</p>	<p>Receives administrative direction based on organization policies and objectives. Work is reviewed to ensure conformity with policy and coordination with other functions.</p>
<p>Assigns and outlines work; advises on technical problems; reviews work for technical accuracy, and adequacy. Supervision may call for recommendations concerning selection, training, rating and discipline of staff.</p>	<p>Outlines more difficult problems and methods of approach. Coordinates work programs and directs use of equipment and material. Generally makes recommendations as to the selection, training, discipline and remuneration of staff.</p>	<p>Reviews and evaluates technical work; selects, schedules, and coordinates to attain program objectives; and/or as an administrator makes decisions concerning selection, training, rating, discipline and remuneration of staff.</p>
<p>Bachelor's degree in Engineering or Applied Science or its equivalent, normally with a minimum of five to eight years of experience in the field of specialization from the graduation level. Typically holds a P .Eng.</p>	<p>Bachelor's degree in Engineering or Applied Science or its equivalent, normally with a minimum of nine to twelve years of engineering and/or administrative experience from the graduation level. Typically holds a P .Eng.</p>	<p>Bachelor's degree in Engineering or Applied Science or its equivalent, with broad engineering experience, including responsible administrative duties. Typically holds a P .Eng.</p>