

# Job Fact Sheet Questionnaire

## CAAT Job Evaluation System for Non-Bargaining Unit Employees

### Ontario Colleges of Applied Arts and Technology

The Job Fact Sheet Questionnaire (JFS) is used to gather information for job evaluation purposes for the Colleges' Administrative Staff, Part-Time Support Staff, Part-Time and Sessional Academic Staff positions. Please read each section carefully before completing.

The Education and Experience sections are to be completed by the College according to the College's recruitment standards.

Upon completion by an incumbent, the JFS is reviewed and, when necessary, adjusted by the position's Manager and the Senior Manager responsible for the position. Any changes to the JFS are to be reviewed with the incumbent prior to evaluation. The JFS is then submitted to the appropriate College official for job evaluation purposes.

The JFS is not finalized until it has gone through the job evaluation process and the results have been confirmed by the College. A copy of the finalized JFS will be provided the incumbent for information purposes and as a job description.

Revised: Nov 3, 2021

#### POSITION IDENTIFICATION

**College:** St. Lawrence College  
**Incumbent:** Vacant  
**Position Title:** Associate Dean, School of Applied Science and Computing  
**Classification:** Payband 13  
**Division/Department:** Faculty of Applied Science, Technology and Trades  
**Location/Campus:** Kingston, with Tri-Campus responsibilities  
**Immediate Supervisor (title):** Dean, Faculty of Applied Science, Technology and Trades

#### Type of Position:

Administrative    Part-Time Administrative  
   Sessional Academic    Part-Time Academic  
   Part-Time Support    Other

#### I have read and understood the contents of the Job Fact Sheet (if completed by an incumbent):

Incumbent: \_\_\_\_\_ Date: \_\_\_\_\_

**Recommended by**  
Position's Manager: \_\_\_\_\_ Date: \_\_\_\_\_

**Approved by**  
Senior Manager: \_\_\_\_\_ Date: \_\_\_\_\_

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### POSITION SUMMARY

**Provide a concise description of the position by identifying its most significant responsibilities and/or accountabilities.**

Provides broad academic leadership to the diverse programs within the school. Current programs include: Biotechnology Advanced, Civil Engineering Technology, Computer Systems Technician, Computer Programming and Analysis, Computer Programming, Cybersecurity, Energy System Engineering Technician, Energy System Engineering Technology, Control Engineering Technician, Control Engineering Technology, Veterinary Assistant, Veterinary Technology, and Wind Turbine Technician. Also responsible for developing opportunities in and delivering of applied research activities. Ensures the objectives of the programs are attained through effective management of teaching and learning processes and performance measures. Manages compliance with federal, provincial, and international regulatory bodies and legislation related to program delivery and development. Facilitates the on-going review of existing programs and the development of new programs to reflect market changes and the employment needs of industry. Conducts investigations of complaints from students and staff and initiates the problem-solving process. Establishes positive relationships with service sector, industry and business representatives and participates in College's student recruitment and job placement initiatives. Supports outreach with the local community and school boards. Develops effective communication strategies to ensure exemplary school operations. Operationally responsible for a \$6 Million dollar budget which includes identifying problems, problem solving, developing solutions, and providing recommendations to the Dean and financial services. In partnership with Student Affairs, leads the development and implementation of student success, student development and career development initiatives for the School. In partnership with Program Planning, Development and Renewal (PPDR) department, is responsible for quality assurance and compliance with outside agencies including outside accreditation requirements for the Veterinary Technology Program, which include the Canadian Veterinary Medical Association, The College of Veterinarians Ontario, the Canadian Council for Animal Care, OMAFRA and others. Provides leadership, management of applied research projects as well as budgetary responsibilities to meet the requirements of funding organizations.

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## KEY DUTIES

Provide a description of the position's key duties. Estimate the percentage of time spent on each duty (to the nearest 5%). Add an extra page if necessary.

<u>KEY DUTIES</u>	<u>% OF TIME</u>
1. Academic Leadership – <ul style="list-style-type: none"><li>• Works collaboratively in the development and implementation of the college's business plan as part of the college's academic planning process.</li><li>• Supports the implementation of the School's Academic Plan as lead the implementation of initiatives, as required.</li><li>• Responsible for the effective delivery of all academic programs within the school by ensuring applicable standards are achieved through the effective management and quality assurance of the teaching and learning processes. This includes the provision of appropriate learning resources and maintenance of close contacts with the external community, field/work/clinical placements, program advisory committees and other regulatory bodies.</li><li>• Supports the PPDR team in the effective curriculum review processes for assigned portfolio, and implements initiatives related to curriculum.</li><li>• Helps and supports the achievement of learning outcomes in accordance with college policies and ministry standards. Develop standards where established practices do not exist. Ensures external accreditation requirements are adhered to, where appropriate</li><li>• Works collaboratively with PPDR in the development and implementation of new academic programs and the ongoing review of existing programs in response to changing economic and market pressures, changing technology and employment opportunities according to business/industry/field standards and College/Ministry guidelines.</li><li>• Develops new initiatives to assist the College with new partnerships and strategic alliances, and the development and implementation of alternative learning and deliveries.</li><li>• Provides leadership, management, and fiscal responsibility for applied research activities in the School of Applied Science and Computing, which includes meeting the needs of industry partners while providing opportunities for students to participate in research.</li><li>• Actively participates and holds executive positions on several committees and represents the school/faculty on College, community, and provincial committees.</li></ul>	(35%)

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2. Ensures Effectiveness of Operations (20%)
- Supports the implementation of the college 5-year enrolment plan
  - Ensures the effective use of human, physical and financial resources, reallocating resources appropriately as necessary.
  - Manages the information required for accurate course loading for student timetables, which consists of calendar materials, programs of study, course outlines, etc.
  - Responsible for the semester planning process, which involves providing information to schedulers and academic operations staff on course teaching assignments, hours required, delivery patterns, and room requirements.
  - Where a course is to be delivered in alternate or hybrid delivery mode, ensure that all learning outcomes are met.
  - Maintains a culture of health and safety within the school, ensures Occupational Health and Safety requirements, along with AODA, and other college policies are implemented and maintained.
  - Collaborates with the Deans and other college managers, to ensure effective academic operations and implementation of special projects.
  - Acts as the Dean's designate as required.
  - Responsible for Quality Assurance for all academic areas under the purview of the school.
3. Manage and Develop Human Resources (25%)
- Ensures a high level of performance by working effectively with the appropriate college partners to achieve effective recruiting, selecting, hiring, developing, motivating, evaluating, and training of faculty and support staff within the assigned portfolio, including succession planning.
  - Promotes and monitors ongoing professional development of all staff.
  - Provides feedback and manages the performance of subordinate faculty members and staff.
  - Motivates, directs, and administers the activities of faculty in their teaching assignments and complementary functions that create an effective working, teaching, and learning environment.
  - Incentivize faculty and staff to take on scholarly activities such as the Scholarship of Teaching and Learning and applied research.
  - Incentivize faculty's' participation in SLC internal and external community engagement and service work.
  - Conducts first and second level investigations and initiates the problem-solving process for disputes involving faculty, staff, and students. Utilizes Collective Agreements, Student Code of Conduct documents, college policies and procedures etc. to assist in the dispute resolution process.
  - Responsible for the decisions made at Step 2 of the student Academic Appeal process
  - Establishes and fosters a working environment that encourages creativity, communication, and interaction among and between faculty

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- and support staff to promote new and existing school initiatives.
- Advises students to help them resolve problems and facilitates success strategies.

#### 4. Financial Management

(10%)

- Monitor's student enrolment for the purposes of College budget development and review
- Operationally responsible for a \$6 Million dollar budget which includes identifying problems, problem solving, developing solutions, and providing recommendations to the Dean and financial services
- Maintains spending to budget in each program area and participates in scheduled reviews of budgets and takes corrective action to address variances.
- Assists in the development of MOU's with external academic partners which includes academic articulation, quality assurance, and financial agreements.
- Anticipates and prepares for the response to trends and shifts in funding
- Anticipate and manage program risk.
- Manages the fiscal implications of program accreditations, audits, and reviews
- Develop, manage, and prioritize capital resources.
- Responsible for equipment renewal and oversees the timely ordering and installation of new capital assets.

#### 5. Community Engagement, College Partnerships/Public Relations and Other Duties

(10%)

- Establishes and maintains positive, ongoing relationships within the various fields including program advisory committee members, professional associations, business/industry/government representatives,
- Coordinate's partnership arrangements with other educational institutions and ensures these are promoted both within the College and to the broader external community.
- Other duties as assigned.

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**TOTAL:**

**100%**

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### 1. COMPLEXITY - JUDGEMENT (DECISION MAKING)

**Complexity** refers to the **variety** and relative **difficulty** of **comprehending** and **critically analyzing** the material, information, situations and/or processes upon which decisions are based.

**Judgement** refers to the **process** of identifying and reviewing the available options involved in decision making and then choosing the most appropriate option. Judgement involves the application of the knowledge and experience expected of an individual performing the position.

Provide up to three examples of the most important and difficult decisions that an incumbent is typically required to make.

- a) Allocate human, physical, and financial resources in order to effectively deliver high quality programs that meet the changing needs of our students and communities.
- b) Resolve interpersonal conflicts among students, staff, and faculty with equanimity and fairness, striking a balance between supporting student success and upholding academic standards.
- c) Initiate program modifications and enhancements to meet changing industry standards and marketplace developments through effective team collaboration and the acquisition of necessary resources.

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### 2. EDUCATION (to be completed by the College)

Education refers to the **minimum level** of formal education and/or the type of training or its equivalent that is required of an incumbent at the **point of hire** for the position. This may or may not match an incumbent's actual education or training.

The College is to identify the minimum level of education and/or type of training or its equivalent that is required for the position based upon the College's recruitment standards.

#### Non-Post-Secondary

Partial Secondary School

Secondary School Completion

#### Post-Secondary

1-Year Certificate

4-Year Degree

2-Year Diploma

Master's Degree

3-Year Diploma/Degree

Post Graduate Degree

Professional Designation

Specify:

Other

Specify:

**A) Specify and describe any program speciality, certification, or professional designation necessary to fulfil the requirements of the position.**

- Professional Engineer (P.Eng.) preferred
- Master's degree in a science or technology-related field of study

**B) Specify and describe any special skills or type of training necessary to fulfil the requirements of the position (e.g., computer software, client service skills, conflict resolution, and operating equipment).**

- Computer literacy
- Conflict Resolution
- Leadership
- Time Management

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### 3. EXPERIENCE (to be completed by the College)

Experience refers to the amount of **related, progressive** work experience required to obtain the essential techniques, skills, and abilities necessary to fulfil the requirements of the job at the **point of hire** into the position. This may or may not match the incumbent's actual amount of experience.

The College is to identify the minimum amount and type of experience appropriate for the position based upon the College's recruitment requirements.

**Experience required at the point of hire. Up to and including:**

- |  |   |
|--|---|
| <input type="checkbox"/> 0 - no experience | <input type="checkbox"/> 3 years            |
| <input type="checkbox"/> 1 month           | <input type="checkbox"/> 5 years            |
| <input type="checkbox"/> 3 months          | <input type="checkbox"/> 7 years            |
| <input type="checkbox"/> 6 months          | <input checked="" type="checkbox"/> 9 years |
| <input type="checkbox"/> 1 year            | <input type="checkbox"/> 12 years           |
| <input type="checkbox"/> 18 months         | <input type="checkbox"/> 15 years           |
| <input type="checkbox"/> 2 years           | <input type="checkbox"/> 17 years           |

**Specify and describe any specialized type of work experience necessary to fulfil the requirements of the position.**

- Previous experience in an Academic and Union environment
- Minimum of 5 years in managing and supervising employees
- Problem solving
- Dispute Resolution
- Budgetary experience
- Strategic and analytical thinking, planning, and resource management
- Talent Management
- Teamwork and Collaboration
- Time Management
- Animal Care and Research environment experience

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### 4. INITIATIVE - INDEPENDENCE OF ACTION

Initiative - Independence of action refers to the **amount of responsibility** inherent in a position and the **degree of freedom** that an incumbent has to **initiate** or **take action** to complete the requirements of the position. An incumbent is required to foresee activities and decisions to be made, then take the appropriate action(s) to ensure successful outcomes. This factor recognizes the established levels of authority which may restrict the incumbent's ability to initiate or take action, e.g., obtaining direction or approval from a supervisor, reliance on established procedures/methods of operation or professional practices/standards, and/or built-in-controls dictated by computer/management systems.

**A) Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform using their initiative without first having to obtain direction or approval from a supervisor.**

- a) Ensures that academic programs are meeting industry needs: achieving ministry outcomes; applying relevant learning strategies, achieving student success, and leading to graduate employment. Includes quality assurance over existing programs (identifying, documenting, and solving of problems). Proposing and new academic programs based on labour market analysis.
- b) Manages the hiring process of full time and part time faculty and support staff, establishes faculty and staff workloads in accordance with the collective agreements and negotiates short term contracts with part time and partial load employees.
- c) Manages financial decisions pertaining to allocating and reallocating resources within an approved budget as well as approving purchases consistent with approved college policies

**B) Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform which required the direction or approval from a supervisor.**

- a) Matters pertaining to student or staff suspension.
- b) Implementation of new programs and /or significant changes to existing programs or the suspension of an existing program.
- c) Major capitol purchases in excess pre-approved limits.

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**Give specific examples of guidelines, procedures, manuals (formal or informal), computer systems/programs that are used in performing job duties and in making decisions, e.g., Government regulations, professional or trade standards, College policies or procedures, department or program procedures, computerized/manual programs/systems and any other defined methods or procedures.**

- Minister's Binding Directives (MTCU), Published Program Standards (MTCU) Collective Agreements, College policies and procedures (see detailed list on Intranet) Occupational Health and Safety Act, Employment Standards Act, Employment Insurance Act, Canadian Council for Animal Care, Canadian Veterinary Medical Association, The College of Veterinarians, OMAFRA, CanWEA, CanSIA, CGC, PHAC, OACETT,
- PeopleSoft, Microsoft Office, Microsoft Project  
Specific program requirements

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### 5. POTENTIAL IMPACT OF DECISIONS

Potential Impact of Decisions recognizes the **potential consequences** that **errors in judgement** made by an incumbent, despite due care, could have on the College. Usually, the higher the level of accountability inherent in a position, the greater the potential consequences there are on the College from errors in judgement.

**Give up to three examples of the typical types of errors in judgement that an incumbent could make in performing the requirements of the position. Do not describe errors which could occur as a result of poor performance, or ones that are rare or extreme. Indicate the probable effects of those errors on the College, e.g., loss of reputation of program/College, waste of resources, financial losses, injury, property damage, affects on staff, students, clients or public.**

- a) Monitor's student enrollment for efficient use of resources for academic planning. Projections and faculty course loads are used as the structural basis for budget development. Errors in judgement in these areas leads to resource utilization problems including significant errors in the departmental budget.
- b) Judgement errors in dealing with conflict resolution with staff, students, and faculty can negatively impact the academic success of students; create risk for the safety of the college community; cause labour relations issues (grievances, productivity, job satisfaction); impact the reputation of the academic programs; and possibly cause financial losses due to impact on enrollment.

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### 6. CONTACTS AND WORKING RELATIONSHIPS

Contacts and Working Relationships refers to the **types, importance** and **intended outcomes** of the contacts and working relationships required by an incumbent to perform the responsibilities of a position. It also measures the skill level required to be effective in dealing with contacts and being involved in working relationships. This factor does **not** focus on the level of the contact, but on the **nature** of the contact.

**Indicate by job title, with whom an incumbent is required to interact to perform the duties and responsibilities of the positions. Describe the nature, purpose and frequency of the interaction, e.g., exchanging information, teaching, conflict resolution, team consultation, counselling.**

Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
			Occasional	Frequent
Internal to the College:			Occasional	Frequent
Internal to the college, e.g. students, staff, senior management, colleagues.	Counsellors	Student support, academic success, conflict resolution		X
	Professors	Teaching and learning, program development, student success, conflict resolution, supervision		X
	Deans/Associate Deans	Committee work, decision making, conflict resolution, quality assurance		X
	Students	Advising, student support and development, academic success, conflict resolution, student development		X
	Student Association	Student support, special projects, events	X	
	College Executive	Strategic planning, budget, program development		X
	Security Services	Student support, conflict resolution	X	
	Registrar's Office	Academic policy, student support, academic success, program development, conflict resolution, admissions, scheduling		X
	Facility Services	Academic planning	X	
	Financial Services	Academic planning, operation budget processes		X
	Student Services	Student support, conflict resolution	X	
	Applied Research	Coordination of resources for research projects; project support		X
International Office	Student support, new project development, problem solving	X		
External to the College:			Occasional	Frequent

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Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
External to the college, e.g. suppliers, advisory committees, staff at other colleges, government, public/private sector.	Colleges Ontario	Consultation	x	
	Program Advisory Committees	Program development, quality assurance		x
	Heads of Technology,	Committee work, consultation, special projects		x
	Heads of Coop	Committee work, consultation, special projects	x	
	Heads of IT	Committee work, consultation, special projects	x	
	MCU	Program development	x	
	Community/Industry partners	Consultation, collaboration, special projects, student learning opportunities		x
	Other college staff	Consultation, collaboration	x	
<b>Occasional (O)</b>	<b>Contacts are made once in a while over a period of time.</b>			
<b>Frequent (F)</b>	<b>Contacts are made repeatedly and often over a period of time.</b>			

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### 7a. CHARACTER OF SUPERVISION/FUNCTIONAL GUIDANCE

**Character of Supervision** identifies the **degree and type** of supervisory responsibility in a position, or the nature of functional/program supervision, technical direction or advice involved in staff relationships.

(√) Check the applicable box(es) to describe the type of supervisory responsibility required by an incumbent in the position:

- Not responsible for supervising or providing guidance to anyone.
- Provides technical and/or functional guidance to staff and/or students.
- Instructs students and supervises various learning environments.
- Assigns and checks work of others doing similar work.
- Supervises a work group. Assigns work to be done, methods to be used, and is responsible for the work performed by the group.
- Manages the staff and operations of a program area/department.\*  
School of Applied Science and Computing
- Manages the staff and operations of a division/major department.\*
- Manages the staff and operations of several divisions/major departments.\*
- Acts as a consultant to College management.
- Other e.g., counselling, coaching. Please specify:
  -

\* Includes management responsibilities for hiring, assignment of duties and work to be performed, performance management, and recommending the termination of staff.

**Specify staff (by title) or groups who are supervised/given functional guidance by an incumbent.**

- Full time and part time faculty and support staff in the School of Applied Science and Computing
- Students employed in the School of Applied Science and Computing
- Applied Research Management, support staff and students

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### 7b. SPAN OF CONTROL

**Span of Control** is complementary to **Character of Supervision/Functional Guidance**. Span of Control refers to the **total number of staff** for which the position has supervisory responsibility, (i.e., subordinates, plus all staff reporting to these subordinates).

**Enter the total number of full time and full-time equivalent staff reporting through to the position. Also identify the number of staff for whom the position has indirect responsibility (contract for service), if applicable.**

Type of Staff	Number of Staff
Full-Time Staff	36
Non-Full Time Staff (FTE) *	30
Contract for Service **	
<b>Total:</b>	<b>66</b>

**173 Total staff, 66 FTE staff**

**\* Full Time Equivalency (FTE) conversions for non-full-time staff are as follows:**

#### **Academic Staff**

Identify the total average annual teaching hours taught by all non-full-time teachers (part-time, partial load and sessional) for which the position is accountable and divide by 648 hours for post-secondary teachers and 760 hours for non-post-secondary teachers.

***55 Non full-time faculty teaching a total of 10,366 hours = 16 FTE***

#### **Support Staff**

Identify the total average annual hours worked by part-time support staff for which the position is accountable and divide by 1820 hours.

***34 Part time support staff working a total of 25848 hours = 14 FTE (plus 68 students)***

#### **Administrative Staff**

Identify the total average annual hours worked by non-full-time administrative staff for which the position is accountable and divide by 1820 hours.

**\*\* Contract for Services**

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When considering “contracts for services,” review the nature of the contractual arrangements to determine the degree of “supervisory” responsibility the position has for contract employees. This could range from “no credit for supervising staff” when the contracting company takes full responsibility for all staffing issues to “prorated credit for supervising staff” when the position is required to handle the initial step(s) when contract staffing issues arise.

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## 8. PHYSICAL AND SENSORY DEMANDS

**Physical/Sensory Demands** considers the **degree** and **severity** of exertion associated with the position. The factor considers the intensity and severity of the physical effort rather than the strength or energy needed to perform the task. It also considers the sensory attention required by the job as well as the frequency of that effort and the length of time spent on tasks that cause sensory fatigue.

Identify the types of physical and/or sensory demands that are required by an incumbent. Indicate the frequency of the physical demands as well as the frequency and duration of the sensory demands. Use the frequency and duration definitions following the tables to assist with the descriptions.

### PHYSICAL DEMANDS

Describe the types of activities and provide examples that demonstrate the physical effort that is required in the position on a regular basis, i.e., sitting, standing, walking, climbing, lifting and/or carrying light, medium or heavy objects, pushing, pulling, working in an awkward position or maintaining one position for a long period of time.

Types of Activities that Demonstrate Physical Effort Required	Frequency (note definitions below)				
	Occasional	Moderate	Considerable	Extended	Continuous
Sitting			X		
Walking		X			

### SENSORY DEMANDS

Describe the types of activities and provide examples that demonstrate the sensory effort that is required in the position on a concentrated basis, i.e., reading information/data without interruption, inputting data, report writing, operating a computer or calculator, fine electrical or mechanical work, taking minutes of meetings, counselling, tasting, smelling etc.

Types of Activities that Demonstrate Sensory Effort Required	Frequency (note definitions below)					Duration
	Occasional	Moderate	Considerable	Extended	Continuous	Short Intermediate or Long
Reading complex information		X				short
Analyzing financial spreadsheets			X			intermediate
Report writing		X				short
Conflict Resolution			X			short
Advising			X			short
Planning			X			short
Computer usage for email, reports, etc.				X		short

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Types of Activities that Demonstrate Sensory Effort Required	Frequency (note definitions below)					Duration
	Occasional	Moderate	Considerable	Extended	Continuous	Short Intermediate or Long

### FREQUENCY:

<b>Occasional:</b>	Occurs once in a while, sporadically.
<b>Moderate:</b>	Occurs on a regular, ongoing basis for up to a quarter of the work period.
<b>Considerable:</b>	Occurs on a regular, ongoing basis for up to a half of the work period.
<b>Extended:</b>	Occurs on a regular, ongoing basis for up to three-quarters of the work period.
<b>Continuous:</b>	Occurs on a regular, ongoing basis throughout the entire work period except for regulated breaks.

### DURATION:

<b>Short:</b>	Up to one hour at a time without the opportunity to change to another task or take a break.
<b>Intermediate:</b>	More than one hour and up to two hours at a time without the opportunity to change to another task or take a break.
<b>Long:</b>	More than two hours at a time without the opportunity to change to another task or take a break.

## 9. WORKING CONDITIONS

**Working Conditions** considers the frequency and type of exposure to undesirable, disagreeable environmental conditions or hazards, under which the work is performed.

Describe any unpleasant environmental conditions and work hazards that the incumbent is exposed to during the performance of the job.

### Environment

Describe the types of activities and provide examples that demonstrate exposure to unpleasant environmental conditions in the day-to-day activities that are required in the job on a regular basis, e.g., exposure to dirt, chemical substances, grease, extreme temperatures, odours, noise, travel, verbal abuse, body fluid, etc. Indicate the activity as well as the frequency of exposure to undesirable working conditions.

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Types of Activities That Involve Job Related Unpleasant Environmental Conditions	Frequency (note definitions below)		
	Occasional	Frequent	Continuous
travel	x		
Exposure to unpleasant odours due to office location	x		
Verbal abuse, students, etc	x		

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### Hazards

Describe the types of activities and provide examples that demonstrate the hazards in the day-to-day activities that are required in the job on a regular basis, e.g., chemical substance, electrical shocks, acids, noise, exposure to infectious disease, violence, body fluids, etc. Indicate the activity as well as the frequency of exposure to hazards.

Types of Activities That Involve Job Related Hazards	Frequency (note definitions below)		
	Occasional	Frequent	Continuous
Management of lab activities includes occasional hazards, noise, chemicals, disease	x		

### Frequency:

<b>Occasional</b>	Occurs once in a while, sporadically.
<b>Frequent</b>	Occurs regularly throughout the work period.
<b>Continuous</b>	Occurs regularly, on an ongoing basis, throughout most of the work period.

### Additional Notes Pertaining to this Position:

Please save form in the following format: "Position Title – Department – Incumbent".  
Please note formatting errors will be corrected if necessary.  
To cursor from one entry point to the next please use the arrow keys or Tab.