

Deloitte.

Treasury Board of Canada
Secretariat
Wage Comparability Study
Law Practitioner (LP) Group –
Base Salary

FINAL - CONFIDENTIAL

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Executive Summary

Study Overview

- The Treasury Board of Canada Secretariat (TBS) engaged Deloitte to undertake a focused review of the external marketplace in order to determine the competitiveness of compensation for select positions within the Law Practitioner (LP) group.
- Fifteen (15) benchmark positions that were considered to be representative of the work performed by the majority of employees in the LP group were selected by TBS to be evaluated for the purpose of this assessment. Not all levels and roles of counsel were examined. Deloitte examined the base salaries of these distinctive positions within the LP group by conducting primary research and collecting data from 11 provincial/territorial government jurisdictions.
- This report presents the market **base salary** findings collected from Canadian provincial and territorial jurisdictions by benchmark position (e.g., Legal Counsel – Advisory Level A).
- It should also be noted that separate national and Toronto regional rates of pay exist at the federal government level for the LP group. As such, overall comparability results for each benchmark position are presented in this report in two ways:
 - TBS national rates of pay versus the 11 provincial/territorial government jurisdiction rates of pay; and,
 - TBS Toronto regional rates of pay versus only the Ontario government jurisdiction rates of pay.
- In addition to base salary findings, supplementary compensation practice information regarding classification systems and salary range progression was collected from participants and summarized.
- Following the initial collection of market data, additional information regarding the TBS LP-04 and LP-05 roles was made available. This additional information provided a more comprehensive picture for matching purposes, and as such participant matches could have differed from their initial submission. Therefore, the new information was shared with participants and where possible data was confirmed or updated as required.

Executive Summary (Cont'd)

Data Analysis

- In order to benchmark to the external marketplace, this study provides a comparison of TBS base salary range maximums to provincial/territorial government base salary range maximums.
- Pay will vary with factors such as tenure within an organization, individual and organization performance, and market demand for particular skill sets. Compensation levels within plus or minus 10% of the target market positioning are generally considered to be within competitive norms. By assuming a single competitive rate, one would impose too high a level of precision on an analysis that requires subjective decisions in defining and comparing work across organizations.

Job Matching Considerations

- Appropriate job matches are premised upon an analysis of the benchmark job capsules and the relevant position in the comparators' organization. Comparators were asked to review each of the relevant job capsules for the benchmark positions and identify the position within their organization which best represents the "core essence" of the benchmark positions (i.e., matches the majority of the key roles and responsibilities). All data went through a validation process to identify and review any outliers and to ensure that appropriate matches were utilized. To support this validation exercise, participants were asked to provide an indication of quality (i.e., "+", "=", or "-") for each match.
- Market pricing is a blend of science and art. The art of market pricing includes making judgments on the appropriate matches to benchmark positions with the information available. Job capsules are provided to assist participants in identifying the "best match" within their organization; however given the unique classification structures and basis for progression between classification levels (e.g. complexity of work, years of experience), there is a certain level of subjectivity in matching decisions.
- Within this study, matching is conducted across organizations with different classification structures. The number of classification levels varied by jurisdiction from 1 to 5 (as outlined in the Supplementary Findings section), while TBS' structure is comprised of 5 LP classification levels. Given the difference in classification structures (i.e. number of levels), data provided by participants may be matched to more than one TBS classification level or a match may not have been made for a specific TBS classification level. The table on the following page provides an overview of how the jurisdiction classification levels were matched to those of TBS.

Executive Summary (Cont'd)

1 st Level Matched	2 nd Level Matched	3 rd Level Matched	4 th Level Matched
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Job Matching Considerations (Cont'd)

- The following table provides an overview of how the jurisdiction classification levels were matched to those of TBS.

TBS	Alberta	British Columbia	Manitoba	New Brunswick	Newfoundland	Nova Scotia	Nunavut	Ontario	Quebec	Saskatchewan	Yukon
5 levels	5 levels	5 Legal Counsel levels and 5 Crown Counsel levels (including a manager level)	4 levels	4 levels	5 levels	5 Legal Services levels 3 Crown levels	2 levels	3 levels	1 "avocat ou notaire" level 1 "procureurs aux poursuites criminelles et pénales" level	1 classification with two salary ranges	3 levels
Legal Counsel-Advisory (Level A)	Legal Officer 1	Legal Counsel 1	Legal Counsel 1	Lawyer I, Legal Services	Solicitor 3	Solicitor 1	Legal Counsel (R1-R7)	Crown Counsel (CC1)	Avocat ou notaire (Échelons 1 à 8)	Crown Counsel	Legal Officer 1
Legal Counsel-Criminal Prosecution (Level A)	Legal Officer 1	Crown Counsel 1	Legal Counsel 1	Lawyer I, Public Prosecution Services	Solicitor 3	Crown Attorney	-	Assistant Crown Attorney (CC1)	Procureurs aux poursuites criminelles et pénales (Échelons 1 à 8)	Crown Counsel	Legal Officer 1
Legal Counsel-Advisory (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legal Services	Solicitor 4	Solicitor 2	Registries Counsel/ Public Trustee (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	-	Legal Officer 2
Legal Counsel-Criminal Prosecution (Level B)	Legal Officer 2	Crown Counsel 2	Legal Counsel 2	Lawyer II, Public Prosecution Services	Solicitor 4	Senior Crown Attorney	-	-	Procureurs aux poursuites criminelles et pénales (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel- Civil Litigation (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legal Services	Solicitor 4	Solicitor 3	Legal Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Policy (Level B)	Legal Officer 2	-	Legal Counsel 2	-	Solicitor 4	Solicitor 3	Policy Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Legislative (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legislative Services	Solicitor 4	Solicitor 3	Legislative Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Advisory (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legal Services	Solicitor 4	Solicitor 3	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Criminal Prosecution (Level C)	Legal Officer 3	Crown Counsel 3	Legal Counsel 3	Lawyer III, Public Prosecution Services	Solicitor 4	Senior Crown Counsel	-	Assistant Crown Attorney (CC3)	Procureurs aux poursuites criminelles et pénales (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel- Civil Litigation (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legal Services	Solicitor 4	Solicitor 4	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Policy (Level C)	Legal Officer 3	-	Legal Counsel 3	-	Solicitor 4	Solicitor 4	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Legislative (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legislative Services	Solicitor 4	-	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Advisory (Level D)	-	-	Legal Counsel 4	Lawyer IV, Legal Services	Solicitor 5	Solicitor 4	-	Crown Counsel (CC4)	-	Senior Crown Counsel	-
Legal Counsel-Criminal Prosecution (Level D)	-	Crown Counsel 4	-	-	Solicitor 5	-	-	Assistant Crown Attorney (CC4)	-	Senior Crown Counsel	-
Legal Counsel- Civil Litigation (Level D)	-	-	-	-	Solicitor 5	-	-	Crown Counsel (CC4)	-	Senior Crown Counsel	-

Executive Summary (Cont'd)

Summary of Market Base Salary Comparability

- Data are available to present the market findings for 11 participating jurisdictions.
- When comparing TBS' national rates of pay to the jurisdictional maximum rates of pay:
 - The maximum rate of pay for all 15 benchmark positions falls within the range of jurisdictional maximum rates of pay.
 - As the range of findings is broad across the participating jurisdictions, the TBS maximum rates of pay tend to differ significantly from both the highest and lowest participant salary range maximums (with large negative and positive variances respectively).
 - When compared to the P50 jurisdictional maximum base salary, TBS' maximum base salary for 13 of the 15 benchmark positions falls within +/-10% of the market 50th percentile. This is also the case when jurisdictional matches are limited to a unique TBS classification level.
 - When compared to the average jurisdictional maximum base salary, TBS' maximum base salary for 13 of the 15 benchmark positions falls within +/-10% of the market average. At the classification level, TBS' maximum base salary falls within +/-10% of the average jurisdictional maximum base salary for all four classification levels.
- When comparing the TBS' Toronto region rates of pay to the Ontario government jurisdiction maximum rate of pay:
 - Data are available for 10 of the 15 benchmark positions. For these 10 benchmark positions:
 - Seven benchmark positions within the LP-02 and LP-03 classification levels are within +/-10% of the Ontario Government findings (when rounded to the nearest whole number); and,
 - Three benchmark positions within the LP-04 classification level are below the Ontario Government findings by more than -10%.
- Detailed findings are presented in the Market Base Salary Comparability tables on the following pages for:
 - National Rates of Pay vs. Canadian Government Jurisdiction Rates of Pay
 - Toronto Region Rates of Pay vs. Ontario Government Jurisdiction Rates of Pay

Executive Summary (Cont'd)

Market Base Salary Comparability – National Rates of Pay vs. Canadian Government Jurisdiction Rates of Pay

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums compare to external market base salary range maximums for the participating Canadian jurisdictions:

Classification Level	Position	TBS Min Base Salary (\$000)	TBS Max Base Salary (\$000)	Jurisdictional Base Salary Range Max - Range of Results (\$000)	TBS Max Base Salary vs. Jurisdictional Base Salary Range Max - Range of Results (%)	P50 Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. P50 Jurisdictional Base Salary Range Max (%)	P50 Jurisdictional Base Salary Range Max (\$000) - Unique Level Matching	TBS Max Base Salary vs. P50 Jurisdictional Base Salary Range (%) - Unique Level Matching
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$65.0 - \$126.5	52.1% to -21.8%	\$98.9	0.0%	\$94.8	4.3%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$65.0 - \$126.5	52.1% to -21.8%	\$95.9	3.2%	\$92.9	6.5%
LP-02	Legal Counsel- Advisory (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$129.0	6.9%	\$129.6	6.4%
	Legal Counsel- Criminal Prosecution (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$129.0	6.9%	\$130.5	5.6%
	Legal Counsel- Civil Litigation (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
	Legal Counsel- Policy (Level B)	\$100.0	\$137.9	\$110.7 - \$146.2	24.5% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
	Legal Counsel- Legislative (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
LP-03	Legal Counsel- Advisory (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$144.9	5.2%	\$142.0	7.3%
	Legal Counsel- Criminal Prosecution (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$146.3	4.2%	\$144.8	5.3%
	Legal Counsel- Civil Litigation (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$147.5	3.4%	\$147.1	3.6%
	Legal Counsel- Policy (Level C)	\$121.2	\$152.4	\$127.3 - \$194.3	19.7% to -21.5%	\$147.5	3.4%	\$147.1	3.6%
	Legal Counsel- Legislative (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$147.8	3.1%	\$144.9	5.2%
LP-04	Legal Counsel- Advisory (Level D)	\$136.3	\$173.2	\$119.3 - \$211.6	45.1% to -18.1%	\$147.9	17.1%	\$147.9	17.1%
	Legal Counsel- Criminal Prosecution (Level D)	\$136.3	\$173.2	\$144.3 - \$211.6	20.0% to -18.1%	\$175.8	-1.5%	\$175.8	-1.5%
	Legal Counsel- Civil Litigation (Level D)	\$136.3	\$173.2	\$144.3 - \$211.6	20.0% to -18.1%	\$154.8	11.8%	\$154.8	11.8%

Note 1: Numbers may not calculate exactly due to rounding.

Executive Summary (Cont'd)

Market Base Salary Comparability – National Rates of Pay vs. Average Canadian Government Jurisdiction Rates of Pay (including and excluding Ontario)

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums compare to the average external market base salary range maximums for the participating Canadian jurisdictions by both benchmark position and classification level.
- Average calculations consider all jurisdictions and benchmark position matches equally. To demonstrate the impact of one jurisdiction on the results, TBS also requested that the same calculations be conducted excluding data from the Ontario jurisdiction.

Classification Level	Position	TBS Min Base Salary (\$000)	TBS Max Base Salary (\$000)	All Jurisdictions				Excluding Ontario			
				Average Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max (%)	Average Jurisdictional Base Salary Range Max by Level (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max by Level (%)	Average Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max (%)	Average Jurisdictional Base Salary Range Max by Level (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max by Level (%)
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$97.6	1.3%	\$97.6	1.3%	\$96.4	2.6%	\$96.3	2.7%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$97.6	1.4%			\$96.2	2.8%		
LP-02	Legal Counsel- Advisory (Level B)	\$100.0	\$137.9	\$124.2	11.0%	\$127.3	8.4%	\$124.2	11.0%	\$127.3	8.4%
	Legal Counsel- Criminal Prosecution (Level B)	\$100.0	\$137.9	\$126.7	8.8%			\$126.7	8.8%		
	Legal Counsel- Civil Litigation (Level B)	\$100.0	\$137.9	\$127.5	8.2%			\$127.5	8.2%		
	Legal Counsel- Policy (Level B)	\$100.0	\$137.9	\$130.8	5.4%			\$130.8	5.4%		
	Legal Counsel- Legislative (Level B)	\$100.0	\$137.9	\$127.5	8.2%			\$127.5	8.2%		
LP-03	Legal Counsel- Advisory (Level C)	\$121.2	\$152.4	\$147.4	3.4%	\$149.0	2.3%	\$142.2	7.2%	\$143.6	6.2%
	Legal Counsel- Criminal Prosecution (Level C)	\$121.2	\$152.4	\$149.1	2.2%			\$144.1	5.8%		
	Legal Counsel- Civil Litigation (Level C)	\$121.2	\$152.4	\$148.7	2.5%			\$143.6	6.1%		
	Legal Counsel- Policy (Level C)	\$121.2	\$152.4	\$151.4	0.7%			\$145.3	4.9%		
	Legal Counsel- Legislative (Level C)	\$121.2	\$152.4	\$148.8	2.4%			\$143.2	6.5%		
LP-04	Legal Counsel- Advisory (Level D)	\$136.3	\$173.2	\$154.3	12.2%	\$164.9	5.0%	\$142.9	21.2%	\$150.9	14.7%
	Legal Counsel- Criminal Prosecution (Level D)	\$136.3	\$173.2	\$176.9	-2.1%			\$165.3	4.8%		
	Legal Counsel- Civil Litigation (Level D)	\$136.3	\$173.2	\$170.2	1.7%			\$149.6	15.8%		

Note 1: Numbers may not calculate exactly due to rounding.

Executive Summary (Cont'd)

Market Base Salary Comparability – Toronto Region Rates of Pay vs. Ontario Government Jurisdiction Rates of Pay

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums for the Toronto region compare to the Ontario government jurisdiction base salary range maximums:

Classification Level	Position	TBS (Toronto) Min Base Salary (\$000)	TBS (Toronto) Max Base Salary (\$000)	Ontario Government Base Salary Range Max (\$000)	TBS (Toronto) Max Base Salary vs. Ontario Government Base Salary Range Max (%)
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$110.2	-10.2%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$110.2	-10.2%
LP-02	Legal Counsel- Advisory (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Criminal Prosecution (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Civil Litigation (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Policy (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Legislative (Level B)	\$100.3	\$158.7	-	-
LP-03	Legal Counsel- Advisory (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Criminal Prosecution (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Civil Litigation (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Policy (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Legislative (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
LP-04	Legal Counsel- Advisory (Level D)	\$144.3	\$188.2	\$211.6	-11.1%
	Legal Counsel- Criminal Prosecution (Level D)	\$144.3	\$188.2	\$211.6	-11.1%
	Legal Counsel- Civil Litigation (Level D)	\$144.3	\$188.2	\$211.6	-11.1%

Note 1: Numbers may not calculate exactly due to rounding.

Note 2: "-" indicates that data have not been provided.

Introduction

Introduction

- Compensation plays an important role in attracting and retaining employees. To support collective bargaining for the Law Practitioner (LP) group, the Treasury Board of Canada Secretariat (TBS) engaged Deloitte to undertake a review of the external marketplace in order to determine the competitiveness of compensation of select LP benchmark positions.
- Deloitte examined the base salaries of comparable positions in the external market using a primary research study to collect data from comparator organizations.

Population Breakdown:

- As of March 2014, the total active population for the LP group (all employee types) was 2828. The population breakdown is as follows:

LP Population - Toronto As at March 2014	
Classification	Incumbents
LP-00	9
LP-01	89
LP-02	186
LP-03	65
LP-04	29

LP Population - Outside Toronto As at March 2014	
Classification	Incumbents
LP-00	41
LP-01	490
LP-02	1395
LP-03	418
LP-04	106

Benchmark Positions

- As part of the external market compensation review, Deloitte examined the base salary ranges of 15 benchmark positions provided by the Employer (TBS' job capsules are provided in Appendix A). These positions were considered to be representative of the work performed by a majority of employees in the LP group. Not all levels and roles of counsel in the LP group were examined.

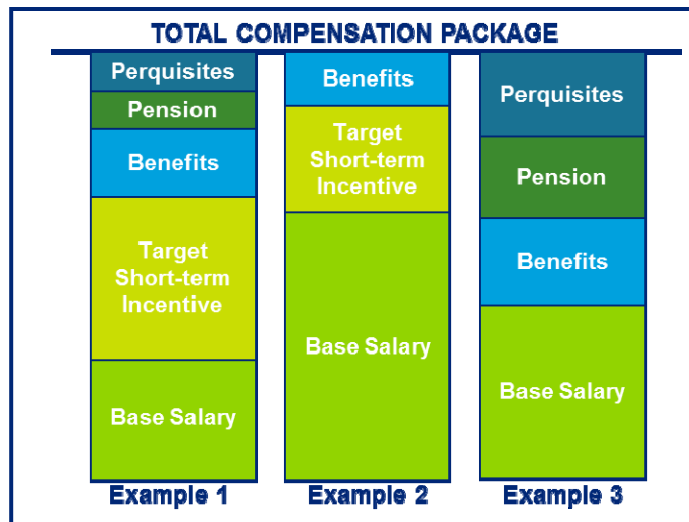
Group Classification	Classification Level	Law Practitioner (LP) Benchmark Positions
Law Practitioner (LP) Group	LP-01	Legal Counsel – Advisory (Level A) Legal Counsel – Criminal Prosecution (Level A)
	LP-02	Legal Counsel – Advisory (Level B) Legal Counsel – Criminal Prosecution (Level B) Legal Counsel – Civil Litigation (Level B) Legal Counsel – Policy (Level B) Legal Counsel – Legislative (Level B)
	LP-03	Legal Counsel – Advisory (Level C) Legal Counsel – Criminal Prosecution (Level C) Legal Counsel – Civil Litigation (Level C) Legal Counsel – Policy (Level C) Legal Counsel – Legislative (Level C)
	LP-04	Legal Counsel – Advisory (Level D) Legal Counsel – Criminal Prosecution (Level D) Legal Counsel – Civil Litigation (Level D)

Methodology

Methodology

General Considerations

- Market pricing is a blend of science and art. The science of market pricing involves the actual mathematics which are used to compile and summarize data and the analysis of job content for job matching purposes. The art of market pricing lies in ensuring that all analyses are performed in the appropriate context, and combines professional judgment and experience to support defensibility of the data and the conclusions. It should also be noted that market pricing should not be completed in isolation of the organization's total compensation strategy.
- Although organizations may approach compensation and benefits from different perspectives, they may ultimately end up with the same total compensation package. What differs is the mix of components of total compensation.
- Shown here are three examples of total compensation packages (see figure).



This report seeks to inform TBS of the competitiveness of the **base salary component** of their total cash compensation package.

Methodology (Cont'd)

- The following is a summary of Deloitte’s four-phased approach for this engagement:



Objective

- Collect background data

Objective

- Conduct primary research and data matching

Objective

- Analyze research and summarize research findings

Objective

- Produce findings report for TBS consideration

Key Steps

- Conduct project kick-off meeting
- Develop salary survey
- Gather current TBS rates of pay

Key Steps

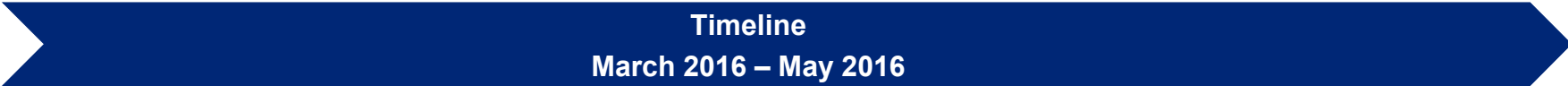
- Develop and distribute the primary research survey
- Collect responses from participants
- Validate data

Key Steps

- Analyze data with respect to the salary range, as well as the 25th, 50th, 75th, and 90th percentiles

Key Steps

- Create report summarizing results for the competitiveness of TBS' base salaries for benchmark positions



Methodology (Cont'd)

Research Sources

- Market analysis was conducted through a primary research study which targeted relevant external comparator organizations. See Appendix B for the data collection tool.
- All 13 provincial and territorial jurisdictions were invited to participate in the study. Eleven (11) of the jurisdictions approached participated in the study, representing a response rate of 85%.

Participant Jurisdictions	
Alberta	Nunavut
British Columbia	Ontario
Manitoba	Québec
New Brunswick	Saskatchewan
Newfoundland and Labrador	Yukon
Nova Scotia	

Methodology (Cont'd)

Job Matching Considerations

- Appropriate job matches are premised upon an analysis of the benchmark job capsules and the relevant position in the participants' organization.
- Primary research participants were asked to review each of the relevant job capsules for the benchmark positions and identify the job in their organization which best represents the "core essence" of the benchmark position (i.e., matches the majority of the roles and responsibilities). Job capsules for matched positions (where provided by participating organizations) are listed in Appendix C.
- Given the different classification structures of participants, the data provided by participants may be matched to more than one benchmark position within a TBS classification level, as well as across multiple TBS classification levels (further details are on the following page).
- The following methodology was used when validating all job matches and data:
 - All data went through a "cleansing" process to identify erroneous data and outliers prior to undertaking data analysis.
 - Unusually high or low compensation data for a specific job or level of expertise may have been considered as a "red flag" in the validation process for matches. These data points have been reviewed further to assess the quality of the match by considering the information provided by the survey participants and TBS.
- In order to ensure participant data confidentiality, the following standards for presentation of statistical measures were applied:
 - Average data is only included when there is a minimum of 3 incumbents.
 - Percentile data is only included when there is a minimum of 7 incumbents.

Methodology (Cont'd)

Job Matching Considerations (Cont'd)

- Within this study, matching is conducted across organizations with different classification structures.
- As salary structures are unique, it should be noted that each organization will have its own number of salary ranges, and range widths may also vary, impacting the organization's range maximums.
- The number of classification levels varied by jurisdiction from 1 to 5 (as outlined in the Supplementary Findings section), while TBS' structure is comprised of 5 LP classification levels.
- Given the different classification structures:
 - Data provided by participants has been matched across multiple TBS classification levels for the Saskatchewan and Newfoundland and Labrador jurisdictions;
 - Nova Scotia's Solicitor 3 and 4 roles are matched to benchmark positions at different TBS classification levels; and
 - In some cases there may not be a match for certain TBS classification levels (e.g. no LP-02 level matches for the Ontario jurisdiction); while another jurisdiction has divided their classification structure across TBS LP classification levels (i.e. Quebec).
- This study required judgments on the appropriate matches to benchmark positions with the information available. Job capsules were provided to assist participants in identifying the "best match" within their organization; however given the unique classification structures and basis for progression between classification levels (e.g. complexity of work, years of experience), there is a certain level of subjectivity in matching decisions.
- It should be noted that matching a single jurisdiction's compensation level across multiple TBS classification levels for best match reasons, results in greater variances for some of the TBS benchmark positions.
- The table on the following page provides an overview of how the jurisdiction classification levels were matched to those of TBS.

Methodology (Cont'd)

1 st Level Matched	2 nd Level Matched	3 rd Level Matched	4 th Level Matched
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Job Matching Considerations (Cont'd)

- The following table provides an overview of how the jurisdiction classification levels were matched to those of TBS.

TBS	Alberta	British Columbia	Manitoba	New Brunswick	Newfoundland	Nova Scotia	Nunavut	Ontario	Quebec	Saskatchewan	Yukon
5 levels	5 levels	5 Legal Counsel levels and 5 Crown Counsel levels (including a manager level)	4 levels	4 levels	5 levels	5 Legal Services levels 3 Crown levels	2 levels	3 levels	1 "avocat ou notaire" level 1 "procureurs aux poursuites criminelles et pénales" level	1 classification with two salary ranges	3 levels
Legal Counsel-Advisory (Level A)	Legal Officer 1	Legal Counsel 1	Legal Counsel 1	Lawyer I, Legal Services	Solicitor 3	Solicitor 1	Legal Counsel (R1-R7)	Crown Counsel (CC1)	Avocat ou notaire (Échelons 1 à 8)	Crown Counsel	Legal Officer 1
Legal Counsel-Criminal Prosecution (Level A)	Legal Officer 1	Crown Counsel 1	Legal Counsel 1	Lawyer I, Public Prosecution Services	Solicitor 3	Crown Attorney	-	Assistant Crown Attorney (CC1)	Procureurs aux poursuites criminelles et pénales (Échelons 1 à 8)	Crown Counsel	Legal Officer 1
Legal Counsel-Advisory (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legal Services	Solicitor 4	Solicitor 2	Registries Counsel/ Public Trustee (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	-	Legal Officer 2
Legal Counsel-Criminal Prosecution (Level B)	Legal Officer 2	Crown Counsel 2	Legal Counsel 2	Lawyer II, Public Prosecution Services	Solicitor 4	Senior Crown Attorney	-	-	Procureurs aux poursuites criminelles et pénales (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel- Civil Litigation (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legal Services	Solicitor 4	Solicitor 3	Legal Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Policy (Level B)	Legal Officer 2	-	Legal Counsel 2	-	Solicitor 4	Solicitor 3	Policy Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Legislative (Level B)	Legal Officer 2	Legal Counsel 2	Legal Counsel 2	Lawyer II, Legislative Services	Solicitor 4	Solicitor 3	Legislative Counsel (W1-W9)	-	Avocat ou notaire (Échelons 9 à 18)	Crown Counsel	Legal Officer 2
Legal Counsel-Advisory (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legal Services	Solicitor 4	Solicitor 3	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Criminal Prosecution (Level C)	Legal Officer 3	Crown Counsel 3	Legal Counsel 3	Lawyer III, Public Prosecution Services	Solicitor 4	Senior Crown Counsel	-	Assistant Crown Attorney (CC3)	Procureurs aux poursuites criminelles et pénales (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel- Civil Litigation (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legal Services	Solicitor 4	Solicitor 4	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Policy (Level C)	Legal Officer 3	-	Legal Counsel 3	-	Solicitor 4	Solicitor 4	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Legislative (Level C)	Legal Officer 3	Legal Counsel 3	Legal Counsel 3	Lawyer III, Legislative Services	Solicitor 4	-	-	Crown Counsel (CC3)	Avocat ou notaire (Expert)	Senior Crown Counsel	Legal Officer 3
Legal Counsel-Advisory (Level D)	-	-	Legal Counsel 4	Lawyer IV, Legal Services	Solicitor 5	Solicitor 4	-	Crown Counsel (CC4)	-	Senior Crown Counsel	-
Legal Counsel-Criminal Prosecution (Level D)	-	Crown Counsel 4	-	-	Solicitor 5	-	-	Assistant Crown Attorney (CC4)	-	Senior Crown Counsel	-
Legal Counsel- Civil Litigation (Level D)	-	-	-	-	Solicitor 5	-	-	Crown Counsel (CC4)	-	Senior Crown Counsel	-

Methodology (Cont'd)

Data Analysis

- The overall results compare the TBS maximum salaries to the jurisdictional maximum salaries. This comparison is consistent with the [TBS Policy Framework for the Management of Compensation](#) which indicates, as a principle, that compensation within the core public administration “should be competitive with, but not lead, that provided for similar work in relevant labour markets”. For this study, when comparing against Canadian government jurisdictions, the external market maximum salaries are used as the basis of comparison for the LP group, as the maximum rates of pay are reasonably achievable in the comparator marketplace.
- In the Summary of Results section, TBS’ salary range maximum was compared to:
 - The 50th percentile of the salary range maximums, including all data matches from the Market Research Findings section;
 - The 50th percentile of the salary range maximums, including only a unique TBS classification level match (using the higher of the two TBS classification levels as the match); and
 - The average of the salary range maximums by both benchmark position and classification level.
- Separate national and Toronto regional rates of pay exist at the federal government level for the LP group. As such, overall comparability results for each benchmark position are presented in this report in two ways:
 - TBS national rates of pay versus the 11 provincial/territorial government jurisdiction rates of pay; and,
 - TBS Toronto regional rates of pay versus only the Ontario government jurisdiction rates of pay.
- Numbers within the report may not calculate exactly due to rounding.
- Data is inclusive of guaranteed cash compensation (e.g. allowances) where it was related to characteristics of the role. Other allowances were excluded from the analysis (e.g., regional allowances, additional compensation for supervisory/management responsibilities).

Methodology (Cont'd)

Market Comparability

- In order to determine market comparability, the analysis and overall results compare the TBS base salary range maximum to the provincial/territorial government base salary range maximums.
- Market data are used to determine the range of competitive pay for a particular position, rather than to fix a precise job value. Pay will vary with factors such as tenure within an organization, individual and organization performance, and market demand for particular skill sets.
- Compensation levels within plus or minus 10% of TBS's target market positioning are generally considered to be within competitive norms. By assuming a single competitive rate, one would impose too high a level of precision on an analysis that requires subjective decisions in defining and comparing work across organizations.
- The following table demonstrates the range of dollars within which a job would be considered competitive in the external market:

-10%	External Market Data	+10%
\$45.0	\$50.0	\$55.0

- Though the market comparability analysis is conducted using the base salary range maximum for each jurisdiction, it is important to interpret all information provided regarding the market, including the average, and where available, the percentiles. Consideration of these additional statistical measures will allow for a more fulsome interpretation of the variance analysis, as they often provide an indication of the spread and range of compensation in the market.

Definitions

Base Salary

- The fixed compensation paid to an employee for performing specific job responsibilities. It is typically paid as an annual salary.

Market Pricing

- Relative to compensation, the technique of validating an organization's current compensation levels based on the prevailing rate for benchmark jobs in the labour market relevant to the organization.

Median (or 50th Percentile/P50)

- The middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the median is the average of the two middle items.

Percentiles

- A percentile is the value below which a certain percent of observations fall (e.g., P25 would therefore represent the data point below which 25% of all data fall when arranged in ascending order). The 25th and 75th percentiles are also referred to as quartiles.

Total Rewards

- All of the tools available to the Employer that may be used to attract, retain and motivate employees. A Total Rewards package includes everything the employee perceives to be of value resulting from the employment relationship, including both tangible (e.g., cash, benefits, bonus) and intangible rewards (e.g., flexible schedule, working conditions, location).

Methodology Notes for the Reader

Market pricing is a blend of science and art. As there are many factors to consider when reviewing the data within this report, the following notes have been prepared to provide additional data context and assist with interpretation:

- **This report relates to only one component of total compensation.** Market pricing should not be completed in isolation of the organization's total compensation strategy. Although organizations may approach compensation and benefits from different perspectives, they may ultimately end up with the same total compensation package. What differs is the mix of components of total compensation.
- **Analysis requires subjective decisions.** Compensation levels within plus or minus 10% of the target market positioning are generally considered to be within competitive norms. By assuming a single competitive rate, one would impose too high a level of precision on an analysis that requires subjective decisions in defining and comparing work across organizations.

In particular, market pricing requires making judgments on the appropriate matches to benchmark positions with the information available. Job capsules are provided to assist participants in identifying the "best match" within their organization; however given the unique classification structures and basis for progression between classification levels (e.g. complexity of work, years of experience), there is a certain level of subjectivity in matching decisions.

- **Findings are from various geographic markets.** Within the Market Research Findings section, region-specific data is compared to TBS' national rates of pay. This analysis revealed a broad range of findings. TBS maximum rates of pay tended to differ significantly from both the highest and lowest participant salary range maximums (with large negative and positive variances respectively). In order to present a more national view of the data, given the breadth of results across jurisdictions, a market comparison by benchmark position to the average and median (P50) market salary range maximums is also provided.

Methodology Notes for the Reader

- **Roles are matched to organizations with different classification structures.** The number of classification levels varied by jurisdiction from 1 to 5 levels (as outlined in the Supplementary Findings section), while TBS' structure is comprised of 5 LP classification levels. Given the different classification structures, the data provided by participants may be matched to more than one benchmark position within a TBS classification level, as well as across multiple TBS classification levels. As a result, when reviewing the data, it should be noted that:
 - Data provided by participants has been matched across multiple TBS classification levels for the Saskatchewan and Newfoundland and Labrador jurisdictions;
 - Nova Scotia's Solicitor 3 and 4 roles are matched to benchmark positions at different TBS classification levels; and
 - In some cases there may not be a match for certain TBS classification levels (e.g. no LP-02 level matches for the Ontario jurisdiction); while another jurisdiction has divided their classification structure across TBS LP classification levels (i.e. Quebec).

It should be noted that matching a single jurisdiction's compensation level across multiple TBS classification levels for best match reasons, results in greater variances for some of the TBS benchmark positions.

- **All TBS LP classification levels/roles were not included as initial benchmark positions.** Following the initial collection of market data, additional information regarding the TBS LP-04 and LP-05 roles was made available. This additional information provided a more comprehensive picture for matching purposes, and as such participant matches could have differed from their initial submission. Therefore, the new information was shared with participants and where possible data was confirmed or updated as required.
- **Analysis is conducted against the salary range maximum.** For this study, when comparing against Canadian government jurisdictions, the external market salary range maximums are used as the basis of comparison for the LP group, as the maximum rates of pay are reasonably achievable in the comparator marketplace. However, all information regarding the market should be interpreted to provide a more fulsome interpretation of the data.

Market Research Findings

**Provincial/Territorial Jurisdiction Rates of Pay
Compared to TBS National Rates of Pay**

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

National Rates of Pay

- This section presents the market compensation and comparability analysis of participating provincial and territorial jurisdiction rates of pay to TBS national rates of pay for the selected benchmark positions.
- TBS national rates of pay are presented in the following table format:

Jurisdiction	Position Title	Classification Level	# of Incumbents	TBS Data (National)							Effective Date of TBS Salary Range
				Base Salary (\$000)							
				Average	P25	P50	P75	P90	Min	Max	
Federal	Position Title	LP-0#	#	\$	\$	\$	\$	\$	\$	\$	Date

- Findings are presented in the following table format:

Jurisdiction	Position Title	Classification Level	# of Incumbents	Market Data							TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary	
				Base Salary (\$000)							Min	Max		
				Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Province/Territory	Comparator Position Title	Comparator Classification Level	#	\$	\$	\$	\$	\$	\$	\$	Date	\$	\$	%

The number of incumbents in the matched position (points to # of Incumbents)
 Market data analyzed (bracketed over Market Data columns)
 The variance from TBS' range maximum to the jurisdictional range maximum (points to TBS Max vs Jurisdictional Max Base Salary)
 TBS minimum and maximum rates of pay (points to TBS Base Salary Range columns)

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Advisory (Level A) – LP-01

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Advisory (Level A) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-01 Positions	LP-01	490	\$92.0	\$83.3	\$98.9	\$98.9	\$98.9	\$71.7	\$98.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)											
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 1	LO1	75	\$90.3	-	-	-	-	\$79.7	\$102.7	1-Apr-15	\$71.7	\$98.9	-3.7%	
British Columbia	Legal Counsel 1	Legal Counsel Level 1	17	\$85.7	\$76.4	\$82.0	\$93.3	\$98.9	\$76.4	\$98.9	Apr-15	\$71.7	\$98.9	0.0%	
Manitoba	Legal Counsel 1	LF1	63	\$78.5	\$73.9	\$77.6	\$81.5	\$85.6	\$70.4	\$85.6	21-Sep-13	\$71.7	\$98.9	15.6%	
New Brunswick	Legal Services Lawyer I	Lawyer 1	0	-	-	-	-	-	\$48.8	\$65.0	Jan-13	\$71.7	\$98.9	52.1%	
Newfoundland and Labrador	Solicitor 3	SL-03	-	-	-	-	-	-	\$70.0	\$90.8	1-Jul-15	\$71.7	\$98.9	9.0%	
Nova Scotia	Solicitor 1	MCL 20	3	\$74.4	-	-	-	-	\$70.2	\$90.4	1-Apr-14	\$71.7	\$98.9	9.4%	
Nunavut	Legal Counsel (R1-R7)	Recruitment Level (R1-R7)	0	-	-	-	-	-	\$86.8	\$104.2	1-Oct-13	\$71.7	\$98.9	-5.1%	
Ontario	Crown Counsel (CC1)	01CCB	106	\$90.3	\$80.0	\$89.9	\$95.4	\$101.4	\$80.0	\$110.2	Jul-15	\$71.7	\$98.9	-10.2%	
Québec	Avocat ou notaire (Échelons 1 à 8)	115	113	\$65.3	\$62.2	\$64.8	\$70.3	\$73.3	\$54.9	\$73.3	31-Mar-15	\$71.7	\$98.9	35.0%	
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$71.7	\$98.9	-21.8%	
Yukon	Legal Officer 1	LE01	3	\$101.5	-	-	-	-	\$82.4	\$126.5	1-Jan-16	\$71.7	\$98.9	-21.8%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Criminal Prosecution (Level A) – LP-01

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Criminal Prosecution (Level A) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-01 Positions	LP-01	490	\$92.0	\$83.3	\$98.9	\$98.9	\$98.9	\$71.7	\$98.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)									Min	Max	
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 1	LO1	75	\$90.3	-	-	-	-	\$79.7	\$102.7	1-Apr-15	\$71.7	\$98.9	-3.7%	
British Columbia	Crown Counsel 1	Crown Counsel Level 1	35	\$92.5	\$87.6	\$93.3	\$98.9	\$98.9	\$76.4	\$98.9	Apr-15	\$71.7	\$98.9	0.0%	
Manitoba	Legal Counsel 1	LF1	63	\$78.5	\$73.9	\$77.6	\$81.5	\$85.6	\$70.4	\$85.6	21-Sep-13	\$71.7	\$98.9	15.6%	
New Brunswick	Public Prosecution Services Lawyer I	Lawyer 1	2	-	-	-	-	-	\$48.8	\$65.0	Jan-13	\$71.7	\$98.9	52.1%	
Newfoundland and Labrador	Solicitor 3	SL-03	-	-	-	-	-	-	\$70.0	\$90.8	1-Jul-15	\$71.7	\$98.9	9.0%	
Nova Scotia	Crown Attorney	CA 1-6	13	\$79.1	\$78.5	\$81.0	\$83.5	\$83.5	\$63.4	\$92.9	1-Apr-14	\$71.7	\$98.9	6.5%	
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$71.7	\$98.9	-	
Ontario	Assistant Crown Attorney (CC1)	01CCB	121	\$92.7	\$84.8	\$92.6	\$98.3	\$107.0	\$80.0	\$110.2	Jul-15	\$71.7	\$98.9	-10.2%	
Québec	Procureurs aux poursuites criminelles et pénales (Échelons 1 à 8)	915	77	\$69.3	\$65.3	\$70.9	\$73.9	\$77.0	\$57.7	\$77.0	1-Apr-16	\$71.7	\$98.9	28.5%	
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$71.7	\$98.9	-21.8%	
Yukon	Legal Officer 1	LEO1	3	\$101.5	-	-	-	-	\$82.4	\$126.5	1-Jan-16	\$71.7	\$98.9	-21.8%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Advisory (Level B) – LP-02

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Advisory (Level B) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-02 Positions	LP-02	1395	\$133.3	\$137.9	\$137.9	\$137.9	\$137.9	\$100.0	\$137.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)											
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 2	LO2	173	\$128.2	-	-	-	-	\$114.6	\$146.2	1-Apr-15	\$100.0	\$137.9	-5.7%	
British Columbia	Legal Counsel 2	Legal Counsel Level 2	37	\$128.0	\$112.1	\$130.4	\$136.8	\$146.8	\$105.5	\$136.8	Apr-15	\$100.0	\$137.9	0.8%	
Manitoba	Legal Counsel 2	LF2	43	\$108.2	\$103.1	\$107.7	\$111.8	\$122.9	\$98.6	\$122.9	21-Sep-13	\$100.0	\$137.9	12.2%	
New Brunswick	Legal Services Lawyer II	Lawyer 2	5	\$76.4	-	-	-	-	\$68.1	\$91.9	Jan-13	\$100.0	\$137.9	50.1%	
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$100.0	\$137.9	6.9%	
Nova Scotia	Solicitor 2	MCL 24	5	\$90.4	-	-	-	-	\$80.5	\$103.8	1-Apr-14	\$100.0	\$137.9	32.8%	
Nunavut	Registries Counsel/ Public Trustee (W1-W9)	Working Level (W1-W9)	1	-	-	-	-	-	\$108.6	\$139.8	1-Oct-13	\$100.0	\$137.9	-1.4%	
Ontario	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-	
Québec	Avocat ou notaire (Échelons 9 à 18)	115	477	\$93.2	\$83.0	\$90.1	\$106.2	\$110.7	\$76.4	\$110.7	31-Mar-15	\$100.0	\$137.9	24.5%	
Saskatchewan	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-	
Yukon	Legal Officer 2	LEO2	7	\$116.9	-	-	-	-	\$101.9	\$136.3	1-Jan-16	\$100.0	\$137.9	1.1%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Criminal Prosecution (Level B) – LP-02

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Criminal Prosecution (Level B) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-02 Positions	LP-02	1395	\$133.3	\$137.9	\$137.9	\$137.9	\$137.9	\$100.0	\$137.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	Legal Officer 2	LO2	173	\$128.2	-	-	-	-	\$114.6	\$146.2	1-Apr-15	\$100.0	\$137.9	-5.7%
British Columbia	Crown Counsel 2	Crown Counsel Level 2	66	\$120.5	\$112.1	\$118.6	\$130.4	\$136.8	\$105.5	\$136.8	Apr-15	\$100.0	\$137.9	0.8%
Manitoba	Legal Counsel 2	LF2	43	\$108.2	\$103.1	\$107.7	\$111.8	\$122.9	\$98.6	\$122.9	21-Sep-13	\$100.0	\$137.9	12.2%
New Brunswick	Public Prosecution Services Lawyer II	Lawyer 2	15	\$78.6	\$74.5	\$78.3	\$83.2	\$88.3	\$68.1	\$91.9	Jan-13	\$100.0	\$137.9	50.1%
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$100.0	\$137.9	6.9%
Nova Scotia	Senior Crown Attorney	SCA 1-11	35	\$112.8	\$103.7	\$111.2	\$119.0	\$127.6	\$97.4	\$134.6	1-Apr-14	\$100.0	\$137.9	2.5%
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Ontario	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Québec	Procureurs aux poursuites criminelles et pénales (Échelons 9 à 18)	915	295	\$97.7	\$87.2	\$94.6	\$109.4	\$116.3	\$80.3	\$116.3	1-Apr-16	\$100.0	\$137.9	18.5%
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$100.0	\$137.9	9.0%
Yukon	Legal Officer 2	LEO2	7	\$116.9	-	-	-	-	\$101.9	\$136.3	1-Jan-16	\$100.0	\$137.9	1.1%

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Civil Litigation (Level B) – LP-02

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel - Civil Litigation (Level B) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-02 Positions	LP-02	1395	\$133.3	\$137.9	\$137.9	\$137.9	\$137.9	\$100.0	\$137.9	May 10, 2013

				Market Data										TBS Max vs Jurisdictional Max Base Salary		
				Base Salary (\$000)											TBS Base Salary Range (\$000)	
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max			
Alberta	Legal Officer 2	LO2	173	\$128.2	-	-	-	-	\$114.6	\$146.2	1-Apr-15	\$100.0	\$137.9	-5.7%		
British Columbia	Legal Counsel 2	Legal Counsel Level 2	15	\$122.5	\$115.4	\$125.2	\$130.4	\$136.8	\$105.5	\$136.8	Apr-15	\$100.0	\$137.9	0.8%		
Manitoba	Legal Counsel 2	LF2	43	\$108.2	\$103.1	\$107.7	\$111.8	\$122.9	\$98.6	\$122.9	21-Sep-13	\$100.0	\$137.9	12.2%		
New Brunswick	Legal Services Lawyer II	Lawyer 2	5	\$76.4	-	-	-	-	\$68.1	\$91.9	Jan-13	\$100.0	\$137.9	50.1%		
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$100.0	\$137.9	6.9%		
Nova Scotia	Solicitor 3	MCL 26	59	\$115.6	\$103.6	\$114.8	\$130.3	\$135.1	\$87.9	\$134.6	1-Apr-14	\$100.0	\$137.9	2.4%		
Nunavut	Legal Counsel (W1-W9)	Working Level (W1-W9)	6	-	-	-	-	-	\$108.6	\$139.8	1-Oct-13	\$100.0	\$137.9	-1.4%		
Ontario	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-		
Québec	Avocat ou notaire (Échelons 9 à 18)	115	477	\$93.2	\$83.0	\$90.1	\$106.2	\$110.7	\$76.4	\$110.7	31-Mar-15	\$100.0	\$137.9	24.5%		
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$100.0	\$137.9	9.0%		
Yukon	Legal Officer 2	LEO2	7	\$116.9	-	-	-	-	\$101.9	\$136.3	1-Jan-16	\$100.0	\$137.9	1.1%		

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Policy (Level B) – LP-02

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Policy (Level B) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-02 Positions	LP-02	1395	\$133.3	\$137.9	\$137.9	\$137.9	\$137.9	\$100.0	\$137.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	Legal Officer 2	LO2	173	\$128.2	-	-	-	-	\$114.6	\$146.2	1-Apr-15	\$100.0	\$137.9	-5.7%
British Columbia	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Manitoba	Legal Counsel 2	LF2	43	\$108.2	\$103.1	\$107.7	\$111.8	\$122.9	\$98.6	\$122.9	21-Sep-13	\$100.0	\$137.9	12.2%
New Brunswick	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$100.0	\$137.9	6.9%
Nova Scotia	Solicitor 3	MCL 26	59	\$115.6	\$103.6	\$114.8	\$130.3	\$135.1	\$87.9	\$134.6	1-Apr-14	\$100.0	\$137.9	2.4%
Nunavut	Policy Counsel (W1-W9)	Working Level (W1-W9)	0	-	-	-	-	-	\$108.6	\$139.8	1-Oct-13	\$100.0	\$137.9	-1.4%
Ontario	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Québec	Avocat ou notaire (Échelons 9 à 18)	115	477	\$93.2	\$83.0	\$90.1	\$106.2	\$110.7	\$76.4	\$110.7	31-Mar-15	\$100.0	\$137.9	24.5%
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$100.0	\$137.9	9.0%
Yukon	Legal Officer 2	LEO2	7	\$116.9	-	-	-	-	\$101.9	\$136.3	1-Jan-16	\$100.0	\$137.9	1.1%

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Legislative (Level B) – LP-02

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Legislative (Level B) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-02 Positions	LP-02	1395	\$133.3	\$137.9	\$137.9	\$137.9	\$137.9	\$100.0	\$137.9	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	Legal Officer 2	LO2	173	\$128.2	-	-	-	-	\$114.6	\$146.2	1-Apr-15	\$100.0	\$137.9	-5.7%
British Columbia	Legal Counsel 2	Legal Counsel Level 2	0	-	-	-	-	-	\$105.5	\$136.8	Apr-15	\$100.0	\$137.9	0.8%
Manitoba	Legal Counsel 2	LF2	43	\$108.2	\$103.1	\$107.7	\$111.8	\$122.9	\$98.6	\$122.9	21-Sep-13	\$100.0	\$137.9	12.2%
New Brunswick	Legislative Services Lawyer II	Lawyer 2	5	\$85.0	-	-	-	-	\$68.1	\$91.9	Jan-13	\$100.0	\$137.9	50.1%
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$100.0	\$137.9	6.9%
Nova Scotia	Solicitor 3	MCL 26	59	\$115.6	\$103.6	\$114.8	\$130.3	\$135.1	\$87.9	\$134.6	1-Apr-14	\$100.0	\$137.9	2.4%
Nunavut	Legislative Counsel (W1-W9)	Working Level (W1-W9)	2	-	-	-	-	-	\$108.6	\$139.8	1-Oct-13	\$100.0	\$137.9	-1.4%
Ontario	-	-	-	-	-	-	-	-	-	-	-	\$100.0	\$137.9	-
Québec	Avocat ou notaire (Échelons 9 à 18)	115	477	\$93.2	\$83.0	\$90.1	\$106.2	\$110.7	\$76.4	\$110.7	31-Mar-15	\$100.0	\$137.9	24.5%
Saskatchewan	Crown Counsel	-	-	-	-	-	-	-	\$80.4	\$126.5	Apr-16	\$100.0	\$137.9	9.0%
Yukon	Legal Officer 2	LEO2	7	\$116.9	-	-	-	-	\$101.9	\$136.3	1-Jan-16	\$100.0	\$137.9	1.1%

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Advisory (Level C) – LP-03

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Advisory (Level C) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-03 Positions	LP-03	418	\$151.7	\$152.4	\$152.4	\$152.4	\$152.4	\$121.2	\$152.4	May 10, 2013

				Market Data										TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)											
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 3	LO3	232	\$159.3	-	-	-	-	\$144.5	\$168.8	1-Apr-15	\$121.2	\$152.4	-9.7%	
British Columbia	Legal Counsel 3	Legal Counsel Level 3	103	\$157.3	\$155.2	\$161.8	\$161.8	\$161.8	\$140.9	\$161.8	Apr-15	\$121.2	\$152.4	-5.8%	
Manitoba	Legal Counsel 3	LF3	112	\$139.9	\$142.0	\$142.0	\$142.0	\$142.0	\$117.3	\$142.0	21-Sep-13	\$121.2	\$152.4	7.3%	
New Brunswick	Legal Services Lawyer III	Lawyer 3	17	\$106.5	\$96.4	\$113.8	\$113.8	\$113.8	\$92.8	\$113.8	Jan-13	\$121.2	\$152.4	34.0%	
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$121.2	\$152.4	18.1%	
Nova Scotia	Solicitor 3	MCL 26	59	\$115.6	\$103.6	\$114.8	\$130.3	\$135.1	\$87.9	\$134.6	1-Apr-14	\$121.2	\$152.4	13.2%	
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-	
Ontario	Crown Counsel (CC3)	03CCB	-	-	-	-	-	-	\$118.1	\$194.3	Jul-15	\$121.2	\$152.4	-21.5%	
Québec	Avocat ou notaire (Expert)	115-15	403	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	31-Mar-15	\$121.2	\$152.4	19.7%	
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$121.2	\$152.4	-1.6%	
Yukon	Legal Officer 3	LEO3	17	\$146.4	-	-	-	-	\$110.5	\$147.8	1-Jan-16	\$121.2	\$152.4	3.1%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Criminal Prosecution (Level C) – LP-03

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Criminal Prosecution (Level C) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-03 Positions	LP-03	418	\$151.7	\$152.4	\$152.4	\$152.4	\$152.4	\$121.2	\$152.4	May 10, 2013

				Market Data								TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)								Min	Max	
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	Legal Officer 3	LO3	232	\$159.3	-	-	-	-	\$144.5	\$168.8	1-Apr-15	\$121.2	\$152.4	-9.7%
British Columbia	Crown Counsel 3	Crown Counsel Level 3	264	\$154.9	\$151.3	\$161.8	\$161.8	\$161.8	\$140.9	\$161.8	Apr-15	\$121.2	\$152.4	-5.8%
Manitoba	Legal Counsel 3	LF3	112	\$139.9	\$142.0	\$142.0	\$142.0	\$142.0	\$117.3	\$142.0	21-Sep-13	\$121.2	\$152.4	7.3%
New Brunswick	Public Prosecution Services Lawyer III	Lawyer 3	36	\$109.7	\$96.4	\$113.8	\$113.8	\$113.8	\$92.8	\$113.8	Jan-13	\$121.2	\$152.4	34.0%
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$121.2	\$152.4	18.1%
Nova Scotia	Senior Crown Counsel	SCC 1-9	15	\$145.3	\$145.3	\$145.3	\$145.3	\$145.3	\$114.4	\$144.8	1-Apr-14	\$121.2	\$152.4	5.3%
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-
Ontario	Assistant Crown Attorney (CC3)	03CCB	780	\$176.3	\$158.3	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$121.2	\$152.4	-21.5%
Québec	Procureurs aux poursuites criminelles et pénales (Expert)	915-15	213	\$133.8	\$133.8	\$133.8	\$133.8	\$133.8	\$133.8	\$133.8	1-Apr-16	\$121.2	\$152.4	14.0%
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$121.2	\$152.4	-1.6%
Yukon	Legal Officer 3	LEO3	17	\$146.4	-	-	-	-	\$110.5	\$147.8	1-Jan-16	\$121.2	\$152.4	3.1%

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Civil Litigation (Level C) – LP-03

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Civil Litigation (Level C) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-03 Positions	LP-03	418	\$151.7	\$152.4	\$152.4	\$152.4	\$152.4	\$121.2	\$152.4	May 10, 2013

				Market Data										TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)											
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 3	LO3	232	\$159.3	-	-	-	-	\$144.5	\$168.8	1-Apr-15	\$121.2	\$152.4	-9.7%	
British Columbia	Legal Counsel 3	Legal Counsel Level 3	15	\$157.1	\$151.3	\$161.8	\$161.8	\$161.8	\$140.9	\$161.8	Apr-15	\$121.2	\$152.4	-5.8%	
Manitoba	Legal Counsel 3	LF3	112	\$139.9	\$142.0	\$142.0	\$142.0	\$142.0	\$117.3	\$142.0	21-Sep-13	\$121.2	\$152.4	7.3%	
New Brunswick	Legal Services Lawyer III	Lawyer 3	17	\$106.5	\$96.4	\$113.8	\$113.8	\$113.8	\$92.8	\$113.8	Jan-13	\$121.2	\$152.4	34.0%	
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$121.2	\$152.4	18.1%	
Nova Scotia	Solicitor 4	MCL 29	10	\$145.4	\$145.9	\$147.6	\$147.6	\$147.6	\$92.3	\$147.1	1-Apr-14	\$121.2	\$152.4	3.6%	
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-	
Ontario	Crown Counsel (CC3)	03CCB	582	\$177.3	\$158.3	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$121.2	\$152.4	-21.5%	
Québec	Avocat ou notaire (Expert)	115-15	403	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	31-Mar-15	\$121.2	\$152.4	19.7%	
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$121.2	\$152.4	-1.6%	
Yukon	Legal Officer 3	LEO3	17	\$146.4	-	-	-	-	\$110.5	\$147.8	1-Jan-16	\$121.2	\$152.4	3.1%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Policy (Level C) – LP-03

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Policy (Level C) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-03 Positions	LP-03	418	\$151.7	\$152.4	\$152.4	\$152.4	\$152.4	\$121.2	\$152.4	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)									Min	Max	
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	Legal Officer 3	LO3	232	\$159.3	-	-	-	-	\$144.5	\$168.8	1-Apr-15	\$121.2	\$152.4	-9.7%	
British Columbia	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-	
Manitoba	Legal Counsel 3	LF3	112	\$139.9	\$142.0	\$142.0	\$142.0	\$142.0	\$117.3	\$142.0	21-Sep-13	\$121.2	\$152.4	7.3%	
New Brunswick	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-	
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$121.2	\$152.4	18.1%	
Nova Scotia	Solicitor 4	MCL 29	10	\$145.4	\$145.9	\$147.6	\$147.6	\$147.6	\$92.3	\$147.1	1-Apr-14	\$121.2	\$152.4	3.6%	
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-	
Ontario	Crown Counsel (CC3)	03CCB	10	\$184.1	\$173.2	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$121.2	\$152.4	-21.5%	
Québec	Avocat ou notaire (Expert)	115-15	403	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	31-Mar-15	\$121.2	\$152.4	19.7%	
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$121.2	\$152.4	-1.6%	
Yukon	Legal Officer 3	LEO3	17	\$146.4	-	-	-	-	\$110.5	\$147.8	1-Jan-16	\$121.2	\$152.4	3.1%	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Legislative (Level C) – LP-03

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Legislative (Level C) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-03 Positions	LP-03	418	\$151.7	\$152.4	\$152.4	\$152.4	\$152.4	\$121.2	\$152.4	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	Legal Officer 3	LO3	232	\$159.3	-	-	-	-	\$144.5	\$168.8	1-Apr-15	\$121.2	\$152.4	-9.7%
British Columbia	Legal Counsel 3	Legal Counsel Level 3	9	\$162.2	\$161.8	\$161.8	\$161.8	\$166.1	\$140.9	\$161.8	Apr-15	\$121.2	\$152.4	-5.8%
Manitoba	Legal Counsel 3	LF3	112	\$139.9	\$142.0	\$142.0	\$142.0	\$142.0	\$117.3	\$142.0	21-Sep-13	\$121.2	\$152.4	7.3%
New Brunswick	Legislative Services Lawyer III	Lawyer 3	10	\$109.1	\$97.5	\$113.8	\$113.8	\$113.8	\$92.8	\$113.8	Jan-13	\$121.2	\$152.4	34.0%
Newfoundland and Labrador	Solicitor 4	SL-04	-	-	-	-	-	-	\$95.1	\$129.0	1-Jul-15	\$121.2	\$152.4	18.1%
Nova Scotia	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$121.2	\$152.4	-
Ontario	Crown Counsel (CC3)	03CCB	14	\$173.8	\$150.8	\$189.5	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$121.2	\$152.4	-21.5%
Québec	Avocat ou notaire (Expert)	115-15	403	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	\$127.3	31-Mar-15	\$121.2	\$152.4	19.7%
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$121.2	\$152.4	-1.6%
Yukon	Legal Officer 3	LEO3	17	\$146.4	-	-	-	-	\$110.5	\$147.8	1-Jan-16	\$121.2	\$152.4	3.1%

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Advisory (Level D) – LP –04

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Advisory (Level D) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-04 Positions	LP-04	106	\$169.4	\$173.1	\$173.2	\$173.2	\$173.2	\$136.3	\$173.2	May 10, 2013

				Market Data								TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary	
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
British Columbia	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Manitoba	Legal Counsel 4	LF4	15	\$148.7	\$148.7	\$148.7	\$148.7	\$148.7	\$138.8	\$148.7	23-Mar-13	\$136.3	\$173.2	16.4%
New Brunswick	Legal Services Lawyer IV	Lawyer 4	6	\$119.3	-	-	-	-	\$96.4	\$119.3	Jan-13	\$136.3	\$173.2	45.1%
Newfoundland and Labrador	Solicitor 5	SL-05	-	-	-	-	-	-	\$109.3	\$144.3	1-Jul-15	\$136.3	\$173.2	20.0%
Nova Scotia	Solicitor 4	MCL 29	10	\$145.4	\$145.9	\$147.6	\$147.6	\$147.6	\$92.3	\$147.1	1-Apr-14	\$136.3	\$173.2	17.7%
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Ontario	Crown Counsel (CC4)	04CCB	-	-	-	-	-	-	\$161.1	\$211.6	Jul-15	\$136.3	\$173.2	-18.1%
Québec	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$136.3	\$173.2	11.8%
Yukon	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Criminal Prosecution (Level D) – LP –04

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Criminal Prosecution (Level D) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-04 Positions	LP-04	106	\$169.4	\$173.1	\$173.2	\$173.2	\$173.2	\$136.3	\$173.2	May 10, 2013

				Market Data								TBS Base Salary Range (\$000)	TBS Max vs Jurisdictional Max Base Salary	
				Base Salary (\$000)										
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
Alberta	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
British Columbia	Crown Counsel 4	Crown Counsel Level 4	17	-	-	-	-	-	\$162.9	\$196.8	Apr-15	\$136.3	\$173.2	-12.0%
Manitoba	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
New Brunswick	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Newfoundland and Labrador	Solicitor 5	SL-05	-	-	-	-	-	-	\$109.3	\$144.3	1-Jul-15	\$136.3	\$173.2	20.0%
Nova Scotia	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Ontario	Assistant Crown Attorney (CC4)	04CCB	13	\$211.6	\$211.6	\$211.6	\$211.6	\$211.6	\$161.1	\$211.6	Jul-15	\$136.3	\$173.2	-18.1%
Québec	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$136.3	\$173.2	11.8%
Yukon	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Provincial/Territorial Jurisdiction Rates of Pay Compared to TBS National Rates of Pay

Legal Counsel – Civil Litigation (Level D) – LP –04

- The following tables present the current TBS base salary data and the jurisdictional market findings for the Legal Counsel – Civil Litigation (Level D) position.

				TBS Data (National)							Effective Dates of TBS Salary Range
				Base Salary (\$000)							
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal	All LP-04 Positions	LP-04	106	\$169.4	\$173.1	\$173.2	\$173.2	\$173.2	\$136.3	\$173.2	May 10, 2013

				Market Data									TBS Base Salary Range (\$000)		TBS Max vs Jurisdictional Max Base Salary
				Base Salary (\$000)									Min	Max	
Jurisdiction	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max		
Alberta	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
British Columbia	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
Manitoba	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
New Brunswick	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
Newfoundland and Labrador	Solicitor 5	SL-05	-	-	-	-	-	-	\$109.3	\$144.3	1-Jul-15	\$136.3	\$173.2	20.0%	
Nova Scotia	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
Nunavut	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
Ontario	Crown Counsel (CC4)	04CCB	11	\$208.6	\$210.1	\$211.6	\$211.6	\$211.6	\$161.1	\$211.6	Jul-15	\$136.3	\$173.2	-18.1%	
Québec	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	
Saskatchewan	Senior Crown Counsel	-	-	-	-	-	-	-	\$125.3	\$154.8	Apr-16	\$136.3	\$173.2	11.8%	
Yukon	-	-	-	-	-	-	-	-	-	-	-	\$136.3	\$173.2	-	

Note 1: "-" indicates that data have not been provided or did not meet the minimum requirements for presentation.

Additional Notes

- Data provided by the Québec jurisdiction is incumbent-based, rather than based on full-time equivalents and as such, includes a combination of both part-time and full-time employees. While this may impact average and percentile findings, the maximum salary range is applicable to full-time incumbents and therefore the variance analysis is unaffected.
- The data from Québec positions matched to the Legal Counsel - Criminal Prosecution benchmark positions is based on a 35 hour work week; however, incumbents often work 37.5 hours/week.

Market Research Findings

**Ontario Government Jurisdiction Rates of Pay
Compared to TBS Toronto Region Rates of Pay**

Ontario Government Jurisdiction Rates of Pay Compared to TBS Toronto Region Rates of Pay

Introduction

- This section presents the market compensation and comparability analysis for the Ontario government jurisdiction rates of pay to TBS Toronto region rates of pay for the selected benchmark positions.
- TBS rates of pay for the Toronto region are presented in the following table format:

			TBS Data (Toronto Region Only)							Effective Date of TBS Salary Range
Jurisdiction	Classification Level	# of Incumbents	Base Salary (\$000)							
			Average	P25	P50	P75	P90	Min	Max	
Federal (Toronto)	LP-0#	#	\$	\$	\$	\$	\$	\$	\$	Date

- Findings for the Ontario government region are presented in the following table format:

Benchmark Classification Level	Benchmark Position	Position Title	Classification Level	# of Incumbents	Market Data (Ontario Government Only)								TBS Base Salary Range (\$000)		TBS Max vs Ontario Government Max Base Salary
					Base Salary (\$000)								Min	Max	
					Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
TBS Classification Level	TBS Benchmark Position Title	Ontario Jurisdiction Position Title	Ontario Jurisdiction Classification Level	#	\$	\$	\$	\$	\$	\$	\$	Date	\$	\$	%

The number of incumbents in the matched position

Market data analyzed

The variance from TBS' Toronto region range maximum to the Ontario government range maximum

TBS minimum and maximum rates of pay

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Ontario Government Jurisdiction Rates of Pay Compared to TBS Toronto Region Rates of Pay

LP-01

- The following tables provide a summary of the study results in terms of how current TBS base salaries for Toronto compare to the Ontario government jurisdiction base salaries for the LP-01 classification.

			TBS Data (Toronto Region Only)							Effective Dates of TBS Salary Range
			Base Salary (\$000)							
Jurisdiction	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal (Toronto)	LP-01	89	\$97.0	\$98.9	\$98.9	\$98.9	\$98.9	\$71.7	\$98.9	May 10, 2013

					Market Data (Ontario Government Only)								TBS Base Salary Range (\$000)	TBS Max vs Ontario Government Max Base Salary	
					Base Salary (\$000)										
Benchmark Classification Level	Benchmark Position	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
LP-01	Legal Counsel- Advisory (Level A)	Crown Counsel (CC1)	01CCB	106	\$90.3	\$80.0	\$89.9	\$95.4	\$101.4	\$80.0	\$110.2	Jul-15	\$71.7	\$98.9	-10.2%
	Legal Counsel- Criminal Prosecution (Level A)	Assistant Crown Attorney (CC1)	01CCB	121	\$92.7	\$84.8	\$92.6	\$98.3	\$107.0	\$80.0	\$110.2	Jul-15	\$71.7	\$98.9	-10.2%

Note 1: "-" indicates that data have not been provided.

Ontario Government Jurisdiction Rates of Pay Compared to TBS Toronto Region Rates of Pay

LP-03

- The following tables provide a summary of the study results in terms of how current TBS base salaries for Toronto compare to the Ontario government jurisdiction base salaries for the LP-03 classification.

			TBS Data (Toronto Region Only)								
			Base Salary (\$000)								
Jurisdiction	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Effective Dates of TBS Salary Range	
Federal (Toronto)	LP-03	65	\$173.9	\$175.4	\$175.4	\$175.4	\$175.4	\$127.2	\$175.4	May 10, 2013	

					Market Data (Ontario Government Only)										
					Base Salary (\$000)							TBS Base Salary Range (\$000)		TBS Max vs Ontario Government Max Base Salary	
Benchmark Classification Level	Benchmark Position	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
LP-03	Legal Counsel- Advisory (Level C)	Crown Counsel (CC3)	03CCB	-	-	-	-	-	-	\$118.1	\$194.3	Jul-15	\$127.2	\$175.4	-9.7%
	Legal Counsel- Criminal Prosecution (Level C)	Assistant Crown Attorney (CC3)	03CCB	780	\$176.3	\$158.3	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$127.2	\$175.4	-9.7%
	Legal Counsel- Civil Litigation (Level C)	Crown Counsel (CC3)	03CCB	582	\$177.3	\$158.3	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$127.2	\$175.4	-9.7%
	Legal Counsel- Policy (Level C)	Crown Counsel (CC3)	03CCB	10	\$184.1	\$173.2	\$194.3	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$127.2	\$175.4	-9.7%
	Legal Counsel- Legislative (Level C)	Crown Counsel (CC3)	03CCB	14	\$173.8	\$150.8	\$189.5	\$194.3	\$194.3	\$118.1	\$194.3	Jul-15	\$127.2	\$175.4	-9.7%

Note 1: "-" indicates that data have not been provided.

Ontario Government Jurisdiction Rates of Pay Compared to TBS Toronto Region Rates of Pay LP-04

- The following tables provide a summary of the study results in terms of how current TBS base salaries for Toronto compare to the Ontario government jurisdiction base salaries for the LP-04 classification.

			TBS Data (Toronto Region Only)							Effective Dates of TBS Salary Range
			Base Salary (\$000)							
Jurisdiction	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	
Federal (Toronto)	LP-04	29	\$188.2	\$188.2	\$188.2	\$188.2	\$188.2	\$144.3	\$188.2	May 10, 2013

					Market Data (Ontario Government Only)								TBS Base Salary Range (\$000)		TBS Max vs Ontario Government Max Base Salary
					Base Salary (\$000)								Min	Max	
Benchmark Classification Level	Benchmark Position	Position Title	Classification Level	# of Incumbents	Average	P25	P50	P75	P90	Min	Max	Salary Range Effective Date	Min	Max	
LP-04	Legal Counsel- Advisory (Level D)	Crown Counsel (CC4)	04CCB	-	-	-	-	-	-	\$161.1	\$211.6	Jul-15	\$144.3	\$188.2	-11.1%
	Legal Counsel- Criminal Prosecution (Level D)	Assistant Crown Attorney (CC4)	04CCB	13	\$211.6	\$211.6	\$211.6	\$211.6	\$211.6	\$161.1	\$211.6	Jul-15	\$144.3	\$188.2	-11.1%
	Legal Counsel- Civil Litigation (Level D)	Crown Counsel (CC4)	04CCB	11	\$208.6	\$210.1	\$211.6	\$211.6	\$211.6	\$161.1	\$211.6	Jul-15	\$144.3	\$188.2	-11.1%

Note 1: "-" indicates that data have not been provided.

Summary of Results

Summary of Results

Summary of Market Base Salary Comparability

- Data are available to present the market findings for 11 participating jurisdictions.
- When comparing TBS' national rates of pay to the jurisdictional maximum rates of pay:
 - The maximum rate of pay for all 15 benchmark positions falls within the range of jurisdictional maximum rates of pay.
 - As the range of findings is broad across the participating jurisdictions, the TBS maximum rates of pay tend to differ significantly from both the highest and lowest participant salary range maximums (with large negative and positive variances respectively).
 - When compared to the P50 jurisdictional maximum base salary, TBS' maximum base salary for 13 of the 15 benchmark positions falls within +/-10% of the market 50th percentile. This is also the case when jurisdictional matches are limited to a unique TBS classification level.
 - When compared to the average jurisdictional maximum base salary, TBS' maximum base salary for 13 of the 15 benchmark positions falls within +/-10% of the market average. At the classification level, TBS' maximum base salary falls within +/-10% of the average jurisdictional maximum base salary for all four classification levels.
- When comparing the TBS' Toronto region rates of pay to the Ontario government jurisdiction maximum rate of pay:
 - Data are available for 10 of the 15 benchmark positions. For these 10 benchmark positions:
 - Seven benchmark positions within the LP-02 and LP-03 classification levels are within +/-10% of the Ontario Government findings (when rounded to the nearest whole number); and,
 - Three benchmark positions within the LP-04 classification level are below the Ontario Government findings by more than -10%.
- Detailed findings are presented in the Market Base Salary Comparability tables on the following pages for:
 - National Rates of Pay vs. Canadian Government Jurisdiction Rates of Pay
 - Toronto Region Rates of Pay vs. Ontario Government Jurisdiction Rates of Pay

Summary of Results (Cont'd)

Market Base Salary Comparability – National Rates of Pay vs. Canadian Government Jurisdiction Rates of Pay

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums compare to external market base salary range maximums for the participating Canadian jurisdictions:

Classification Level	Position	TBS Min Base Salary (\$000)	TBS Max Base Salary (\$000)	Jurisdictional Base Salary Range Max - Range of Results (\$000)	TBS Max Base Salary vs. Jurisdictional Base Salary Range Max - Range of Results (%)	P50 Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. P50 Jurisdictional Base Salary Range Max (%)	P50 Jurisdictional Base Salary Range Max (\$000) - Unique Level Matching	TBS Max Base Salary vs. P50 Jurisdictional Base Salary Range (%) - Unique Level Matching
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$65.0 - \$126.5	52.1% to -21.8%	\$98.9	0.0%	\$94.8	4.3%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$65.0 - \$126.5	52.1% to -21.8%	\$95.9	3.2%	\$92.9	6.5%
LP-02	Legal Counsel- Advisory (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$129.0	6.9%	\$129.6	6.4%
	Legal Counsel- Criminal Prosecution (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$129.0	6.9%	\$130.5	5.6%
	Legal Counsel- Civil Litigation (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
	Legal Counsel- Policy (Level B)	\$100.0	\$137.9	\$110.7 - \$146.2	24.5% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
	Legal Counsel- Legislative (Level B)	\$100.0	\$137.9	\$91.9 - \$146.2	50.1% to -5.7%	\$131.8	4.6%	\$134.6	2.4%
LP-03	Legal Counsel- Advisory (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$144.9	5.2%	\$142.0	7.3%
	Legal Counsel- Criminal Prosecution (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$146.3	4.2%	\$144.8	5.3%
	Legal Counsel- Civil Litigation (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$147.5	3.4%	\$147.1	3.6%
	Legal Counsel- Policy (Level C)	\$121.2	\$152.4	\$127.3 - \$194.3	19.7% to -21.5%	\$147.5	3.4%	\$147.1	3.6%
	Legal Counsel- Legislative (Level C)	\$121.2	\$152.4	\$113.8 - \$194.3	34.0% to -21.5%	\$147.8	3.1%	\$144.9	5.2%
LP-04	Legal Counsel- Advisory (Level D)	\$136.3	\$173.2	\$119.3 - \$211.6	45.1% to -18.1%	\$147.9	17.1%	\$147.9	17.1%
	Legal Counsel- Criminal Prosecution (Level D)	\$136.3	\$173.2	\$144.3 - \$211.6	20.0% to -18.1%	\$175.8	-1.5%	\$175.8	-1.5%
	Legal Counsel- Civil Litigation (Level D)	\$136.3	\$173.2	\$144.3 - \$211.6	20.0% to -18.1%	\$154.8	11.8%	\$154.8	11.8%

Note 1: Numbers may not calculate exactly due to rounding.

Summary of Results (Cont'd)

Market Base Salary Comparability – National Rates of Pay vs. Average Canadian Government Jurisdiction Rates of Pay (including and excluding Ontario)

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums compare to the average external market base salary range maximums for the participating Canadian jurisdictions by both benchmark position and classification level.
- Average calculations consider all jurisdictions and benchmark position matches equally. To demonstrate the impact of one jurisdiction on the results, TBS also requested that the same calculations be conducted excluding data from the Ontario jurisdiction.

Classification Level	Position	TBS Min Base Salary (\$000)	TBS Max Base Salary (\$000)	All Jurisdictions				Excluding Ontario			
				Average Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max (%)	Average Jurisdictional Base Salary Range Max by Level (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max by Level (%)	Average Jurisdictional Base Salary Range Max (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max (%)	Average Jurisdictional Base Salary Range Max by Level (\$000)	TBS Max Base Salary vs. Average Jurisdictional Base Salary Range Max by Level (%)
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$97.6	1.3%	\$97.6	1.3%	\$96.4	2.6%	\$96.3	2.7%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$97.6	1.4%			\$96.2	2.8%		
LP-02	Legal Counsel- Advisory (Level B)	\$100.0	\$137.9	\$124.2	11.0%	\$127.3	8.4%	\$124.2	11.0%	\$127.3	8.4%
	Legal Counsel- Criminal Prosecution (Level B)	\$100.0	\$137.9	\$126.7	8.8%			\$126.7	8.8%		
	Legal Counsel- Civil Litigation (Level B)	\$100.0	\$137.9	\$127.5	8.2%			\$127.5	8.2%		
	Legal Counsel- Policy (Level B)	\$100.0	\$137.9	\$130.8	5.4%			\$130.8	5.4%		
	Legal Counsel- Legislative (Level B)	\$100.0	\$137.9	\$127.5	8.2%			\$127.5	8.2%		
LP-03	Legal Counsel- Advisory (Level C)	\$121.2	\$152.4	\$147.4	3.4%	\$149.0	2.3%	\$142.2	7.2%	\$143.6	6.2%
	Legal Counsel- Criminal Prosecution (Level C)	\$121.2	\$152.4	\$149.1	2.2%			\$144.1	5.8%		
	Legal Counsel- Civil Litigation (Level C)	\$121.2	\$152.4	\$148.7	2.5%			\$143.6	6.1%		
	Legal Counsel- Policy (Level C)	\$121.2	\$152.4	\$151.4	0.7%			\$145.3	4.9%		
	Legal Counsel- Legislative (Level C)	\$121.2	\$152.4	\$148.8	2.4%			\$143.2	6.5%		
LP-04	Legal Counsel- Advisory (Level D)	\$136.3	\$173.2	\$154.3	12.2%	\$164.9	5.0%	\$142.9	21.2%	\$150.9	14.7%
	Legal Counsel- Criminal Prosecution (Level D)	\$136.3	\$173.2	\$176.9	-2.1%			\$165.3	4.8%		
	Legal Counsel- Civil Litigation (Level D)	\$136.3	\$173.2	\$170.2	1.7%			\$149.6	15.8%		

Note 1: Numbers may not calculate exactly due to rounding.

Summary of Results (Cont'd)

Summary of National Rates of Pay vs. Canadian Government Jurisdiction Rates of Pay



Summary of Results (Cont'd)

Market Base Salary Comparability – Toronto Region Rates of Pay vs. Ontario Government Jurisdiction Rates of Pay

- The following table provides a summary of the 2016 LP Wage Comparability Study results in terms of how current TBS base salary range maximums for the Toronto region compare to the Ontario government jurisdiction base salary range maximums:

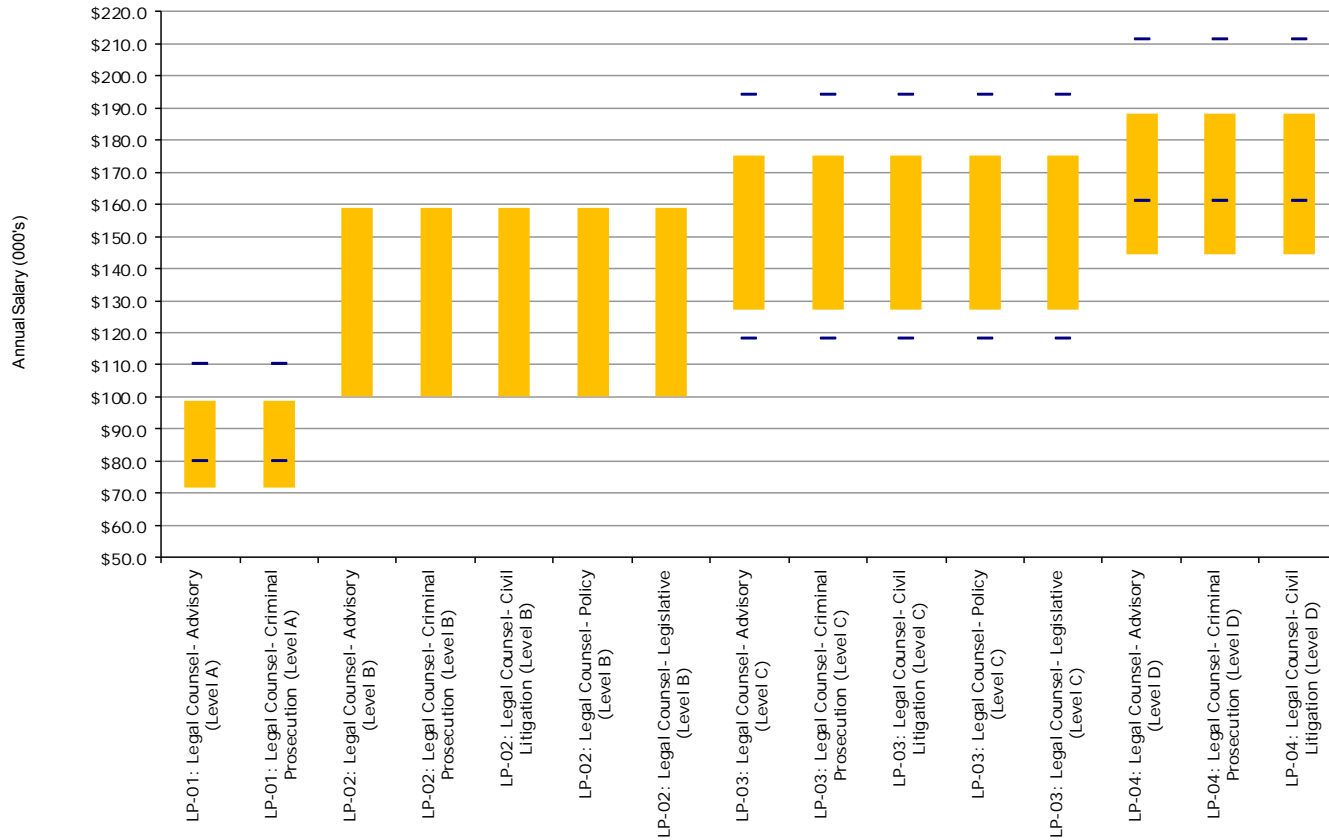
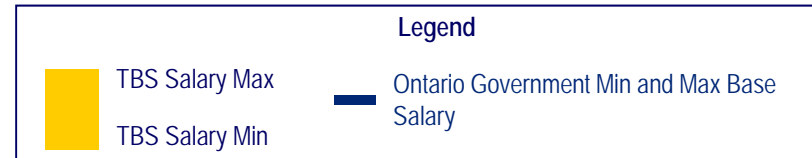
Classification Level	Position	TBS (Toronto) Min Base Salary (\$000)	TBS (Toronto) Max Base Salary (\$000)	Ontario Government Base Salary Range Max (\$000)	TBS (Toronto) Max Base Salary vs. Ontario Government Base Salary Range Max (%)
LP-01	Legal Counsel- Advisory (Level A)	\$71.7	\$98.9	\$110.2	-10.2%
	Legal Counsel- Criminal Prosecution (Level A)	\$71.7	\$98.9	\$110.2	-10.2%
LP-02	Legal Counsel- Advisory (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Criminal Prosecution (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Civil Litigation (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Policy (Level B)	\$100.3	\$158.7	-	-
	Legal Counsel- Legislative (Level B)	\$100.3	\$158.7	-	-
LP-03	Legal Counsel- Advisory (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Criminal Prosecution (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Civil Litigation (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Policy (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
	Legal Counsel- Legislative (Level C)	\$127.2	\$175.4	\$194.3	-9.7%
LP-04	Legal Counsel- Advisory (Level D)	\$144.3	\$188.2	\$211.6	-11.1%
	Legal Counsel- Criminal Prosecution (Level D)	\$144.3	\$188.2	\$211.6	-11.1%
	Legal Counsel- Civil Litigation (Level D)	\$144.3	\$188.2	\$211.6	-11.1%

Note 1: Numbers may not calculate exactly due to rounding.

Note 2: "-" indicates that data have not been provided.

Summary of Results (Cont'd)

Summary of Toronto Region Rates of Pay vs. Ontario Government Jurisdiction Rates of Pay



Supplementary Findings

Supplementary Findings

Introduction

- In addition to providing base salary information, participants were asked to provide supplementary information pertaining to their compensation practices with respect to:
 - Classification system; and,
 - Salary range progression.
- A summary of findings related to these practices for participating provincial and territorial jurisdictions is provided within this section.

Supplementary Findings (Cont'd)

Classification Levels

- Participants were asked to identify the number of classification levels in their system for legal positions, as well as how employees progress from one classification level to another. The results are summarized below.

Jurisdiction	Number of Classification Levels
Federal	5 Law Practitioner levels
Alberta	5 Legal Officer levels
British Columbia	5 levels of Legal Counsel and 5 levels of Crown Counsel (including a manager level)
Manitoba	4 Legal Counsel levels
New Brunswick	4 Lawyer levels which each include three classes of work: Legal Services, Legislative Services, Public Prosecution Services
Newfoundland and Labrador	5 levels
Nova Scotia	5 Legal Services levels (plus 3 excluded manager classifications) 3 Crown classifications
Nunavut	2 levels (recruiting and working)
Ontario	3 levels
Quebec	1 level for each of “avocat ou notaire” and “procureurs aux poursuites criminelles et pénales”
Saskatchewan	1 classification with two salary ranges: Crown Counsel and Senior Crown Counsel
Yukon	3 Legal Officer levels

- The majority of jurisdictions did not indicate a limit on the number of employees per classification level in their survey response. Manitoba and Ontario noted a limit to the number of people in their top classification level.
- Typically, the major drivers that determine progression from one classification to the next include years of experience, performance, and work responsibilities/complexity of work.

Supplementary Findings (Cont'd)

Range Progression

- Participants were asked to describe the primary basis under which employees progress through the salary range, as well as how they manage the compensation of employees who reach the maximum of their respective salary range. The results are summarized in the table below.

Jurisdiction	Basis for Salary Range Progression	Management of Employees at the Salary Range Maximum
Federal	<ul style="list-style-type: none"> For LP-01, LP-02 and LP-03: lock step effective 12 months from anniversary date (6 months for LP-01) For LP-04: performance-based 	<ul style="list-style-type: none"> Eligible for performance pay in the form of lump-sum payments.
Alberta	<ul style="list-style-type: none"> Fixed percent of base salary on anniversary date 	<ul style="list-style-type: none"> N/A
British Columbia	<ul style="list-style-type: none"> For Legal Counsel levels 1 and 2: lock-step based on year of call For Legal Counsel levels 3 and 4: performance-based 	<ul style="list-style-type: none"> N/A
Manitoba	<ul style="list-style-type: none"> Performance-based 	<ul style="list-style-type: none"> N/A
New Brunswick	<ul style="list-style-type: none"> Performance-based 	<ul style="list-style-type: none"> Lawyer 3 and 4 employees who are at the control-point maximum of their pay range and have exceeded performance expectations have an opportunity to receive a lump-sum payment.
Newfoundland and Labrador	<ul style="list-style-type: none"> Step-based 	<ul style="list-style-type: none"> N/A
Nova Scotia	<ul style="list-style-type: none"> Performance-based 	<ul style="list-style-type: none"> N/A
Nunavut	<ul style="list-style-type: none"> Step increases based on length of service/experience 	<ul style="list-style-type: none"> N/A
Ontario	<ul style="list-style-type: none"> Performance-based 	<ul style="list-style-type: none"> CC3 and CC4 employees at the maximum of their salary range receive a Pay-for-Performance lump sum payment.
Quebec	<ul style="list-style-type: none"> Based on experience 	<ul style="list-style-type: none"> There is only one classification. After two years at the maximum of this salary range, they become an “expert” class and are paid an additional set percent of base salary. This expert class is treated as a separate level within this report.
Saskatchewan	<ul style="list-style-type: none"> For Crown Counsel: a set percent in-range increase if performance is satisfactory For Senior Crown Counsel: performance-based 	<ul style="list-style-type: none"> For Crown Counsel: N/A For Senior Crown Counsel: N/A if less than 5 years since call to the bar, after 5 years since call to the bar there is a set percent supplement, this supplement percentage increases when they reach 10 years since call to the bar.
Yukon	<ul style="list-style-type: none"> Performance-based 	<ul style="list-style-type: none"> Employees at the maximum of their salary range are paid performance based awards as a lump-sum payment.

Appendices

Appendix A

TBS Job Capsules

Benchmark Position List

Job capsules for the 15 TBS benchmark positions are listed in this Appendix:

Classification Level	Law Practitioner (LP) Benchmark Positions
LP-01	Legal Counsel – Advisory (Level A) Legal Counsel – Criminal Prosecution (Level A)
LP-02	Legal Counsel – Advisory (Level B) Legal Counsel – Criminal Prosecution (Level B) Legal Counsel – Civil Litigation (Level B) Legal Counsel – Policy (Level B) Legal Counsel – Legislative (Level B)
LP-03	Legal Counsel – Advisory (Level C) Legal Counsel – Criminal Prosecution (Level C) Legal Counsel – Civil Litigation (Level C) Legal Counsel – Policy (Level C) Legal Counsel – Legislative (Level C)
LP-04	Legal Counsel – Advisory (Level D) Legal Counsel – Criminal Prosecution (Level D) Legal Counsel – Civil Litigation (Level D)

LP-01 Classification

TBS Classification	LP-01
Position Titles Include:	Legal Counsel – Advisory (Level A); Legal Counsel – Criminal Prosecution (Level A)
Capsule	

Legal Counsel – Advisory (Level A)

General Characteristics

Legal officers in this position investigate facts that are well-established; handle situations where directly applicable precedents exist; receive close supervision from assigning lawyers. This position is for a lawyer with limited legal experience or that work on matters with low complexity.

Key Activities

- Provide advice to clients on development, application and interpretation of legal documents such as real estate conveyance documents, commercial lease agreements, or legislation and regulations
- Undertake research on legal questions and assists with special projects on behalf of client
- Assist more senior counsel in the areas of litigation support and the development of policy, legislation, and regulations
- Advise policy, legislation and legislative amendments in specific areas of the law
- Receive assignments from more senior lawyers

Legal Counsel – Criminal Prosecution (Level A)

General Characteristics

Legal officers in this position are at a developmental stage and conduct routine criminal and regulatory litigation on behalf of the Crown. They assist more senior lawyers on moderate and complex cases. Typically, a lawyer in this position would have less than 4 years of legal experience. Work is performed under general supervision.

Key Activities

- Provides prosecutorial litigation services on criminal offences under federal jurisdiction, working with investigative agencies.
- Provides legal advice and opinions on well established issues of law, to investigative agencies and partners and to ensure files or projects comply with the law.
- Supports senior prosecutors on complex and lengthy large-scale files or projects.
- Provides direction to support staff.
- Participates in working groups.

LP-02 Classification

TBS Classification	LP-02
Position Titles Include:	Legal Counsel – Advisory (Level B); Legal Counsel – Criminal Prosecution (Level B); Legal Counsel – Civil Litigation (Level B); Legal Counsel – Policy (Level B); Legal Counsel – Legislative (Level B)
Capsule	

Legal Counsel – Advisory (Level B)

General Characteristics

Legal officers in this position may be specialists in an area of the law; handle situations where there are a number of variables that make the application of precedents problematic, supervise and mentor teams of junior lawyers.

Key Activities

- Provide specialized legal advice and strategic expertise on legislation, regulations, commercial documents, and legal obligations and authorities.
- Undertake specialized research on legal questions and assists with special projects on behalf of client
- Provide litigation support and advice on the development of policy, legislation and regulations
- Provide legal support for clients’ participation on interdepartmental and interdisciplinary teams/committees developing national objectives and standards
- Receive assignments from clients through the supervisor

Legal Counsel – Criminal Prosecution (Level B)

General Characteristics

Legal officers in this position conduct criminal and regulatory litigation on behalf of the Crown which may be somewhat complex; may act on lead counsel on a team that includes a junior lawyer or paralegal. This position typically requires a minimum of 3 to 4 years of legal experience. This level is considered to be people with expertise in criminal law.

Key Activities

- Provides prosecutorial litigation services on criminal offences under federal jurisdiction working with investigative agencies and partners.
- Provides legal advice and guidance on various file or project specific issues where precedent is relatively clear, to colleagues, investigative agencies and partners.
- Collaborates with and supports senior prosecutors on complex and lengthy large-scale files or projects. (The position is developing the skills to lead files or projects in a team environment.)
- Assigns work and acts as coach, guide and/or mentor to support staff, less experienced counsel and others.
- Participates in regional and/or national committees or working groups.

LP-02 Classification

TBS Classification	LP-02
Position Titles Include:	Legal Counsel – Advisory (Level B); Legal Counsel – Criminal Prosecution (Level B); Legal Counsel – Civil Litigation (Level B); Legal Counsel – Policy (Level B); Legal Counsel – Legislative (Level B)
Capsule	

Legal Counsel – Civil Litigation (Level B)

General Characteristics

Legal officers in this position conduct civil litigation on behalf of the Attorney General of Canada and provide advice on these matters.

Key Activities

- Conduct major and complex civil litigation cases
- Lead multi-disciplinary teams – including representatives of clients – engaged in the preparation of civil litigation cases
- Act as an expert resource for various legal issues
- May mentor new lawyers and contribute to the legal education of colleagues

Legal Counsel – Policy (Level B)

General Characteristics

Legal officers in this position are engaged in the development and provision of advice with respect to regulatory reform, administrative law and public law.

Key Activities

- Provide strategic legal policy advice, analysis and support in support of the development or reform of the law
- Consult and negotiate with a broad range of communities of interest in a variety of areas
- Coordinate and conducts research nationally and internationally on policy issues
- Provide instruction for the drafting of legislation and support to litigation
- Provide guidance and training for junior counsel

LP-02 Classification

TBS Classification	LP-02
Position Titles Include:	Legal Counsel – Advisory (Level B); Legal Counsel – Criminal Prosecution (Level B); Legal Counsel – Civil Litigation (Level B); Legal Counsel – Policy (Level B); Legal Counsel – Legislative (Level B)
Capsule	

Legal Counsel – Legislative (Level B)

General Characteristics

Legal officers in this position are engaged in the development and provision of advice with respect to the drafting of legislation, bills orders, and regulations. The legal officers are responsible for assuring the consistency and coherence of legislation in both official languages

Key Activities

- Provide advice on all aspects of law-making with respect to content, language, style, consistency, the legislative process and Parliamentary practices, procedures, preferences and strategies
- Lead, coordinate or participate in interdepartmental, multidisciplinary legislative drafting teams
- Identify problems and propose solutions which directly affect the form and/or substance of legislation.
- Provide guidance, training and mentoring for junior counsel

LP-03 Classification

TBS Classification	LP-03
Position Titles Include:	Legal Counsel – Advisory (Level C); Legal Counsel – Criminal Prosecution (Level C); Legal Counsel – Civil Litigation (Level C); Legal Counsel – Policy (Level C); Legal Counsel – Legislative (Level C)
Capsule	

Legal Counsel – Advisory (Level C)

General Characteristics

Legal officers in this position are highly specialized in an area of the law; handle situations where there are a number of variables that make the application of precedents problematic, supervise and mentor teams of junior lawyers.

Key Activities

- Provide highly specialized legal advice and strategic expertise on legislation, regulations, commercial documents, and legal obligations and authorities.
- Provide leadership and mentoring to members to counsel on substantive and strategic legal issues
- Provide subject-matter expertise in a variety of internal and Justice and client working groups.
- Lead short term projects teams and work groups engaged in researching issues in an area of the law

Legal Counsel – Criminal Prosecution (Level C)

General Characteristics

Legal officers in this position conduct criminal and regulatory litigation on behalf of the Crown which generally is complex; may act a lead counsel on a team that includes less experienced lawyers or paralegals. This position typically requires at least 8 years of legal experience. People at this level are considered to be subject area experts.

Key Activities

- Provides prosecutorial litigation services on criminal offences under federal jurisdiction, working with colleagues, investigative agencies and partners.
- Provides in-depth legal advice and opinions on a multitude of complex file or project specific issues and subjects, coordinates the provision of legal advice and options to colleagues, investigation agencies and partners, where precedent is less clear.
- Leads teams on complex and large-scale files or projects, as well as supports senior expert prosecutors on high profile multidimensional files or projects.
- Acts as a resource person, assigns and monitors the work of others, provides feedback on work performance and provides training and regularly assesses leadership strengths and developmental needs of self and others.
- Chairs and/or participates in national and/or regional committees or working groups.

LP-03 Classification

TBS Classification	LP-03
Position Titles Include:	Legal Counsel – Advisory (Level C); Legal Counsel – Criminal Prosecution (Level C); Legal Counsel – Civil Litigation (Level C); Legal Counsel – Policy (Level C); Legal Counsel – Legislative (Level C)
Capsule	

Legal Counsel – Civil Litigation (Level C)

General Characteristics

Legal officers in this position generally act as lead counsel in the conduct of civil litigation on behalf of the Attorney General of Canada which is major and complex, and provide advice on these matters.

Key Activities

- Conduct major and complex civil litigation cases
- Lead multi-disciplinary teams – including representatives of clients – engaged in the preparation of civil litigation cases.
- Act as an expert resource for various legal issues in the region
- May mentor new lawyers and contribute to the legal education of colleagues

Legal Counsel – Policy (Level C)

General Characteristics

Legal officers in this position are engaged in the development and provision of advice with respect to highly complex policy issues related to regulatory reform, administrative law and public law.

Key Activities

- Provide strategic legal policy advice, analysis and support to address complex, multi-faceted issues associated with the development or reform of the law
- Consult and negotiate with a broad range of communities of interest on a broad range of complex and sensitive legal policy issues
- Coordinate and conducts research nationally and internationally on complex policy issues
- Provide instruction for the drafting of legislation and support to litigation
- Provide guidance and training for junior counsel

LP-03 Classification

TBS Classification	LP-03
Position Titles Include:	Legal Counsel – Advisory (Level C); Legal Counsel – Criminal Prosecution (Level C); Legal Counsel – Civil Litigation (Level C); Legal Counsel – Policy (Level C); Legal Counsel – Legislative (Level C)
Capsule	

Legal Counsel – Legislative (Level C)

General Characteristics

Legal officers in this position are engaged in the development and provision of advice with respect to the drafting of legislation and regulations. These positions are typically specialists in the field and provide expert advice to other counsel and clients on complex legislative matters.

Key Activities

- Provide advice on all aspects of law-making with respect to content, language, style, consistency, the legislative process and Parliamentary practices, procedures, preferences and strategies
- Lead, coordinate or participate in interdepartmental, multidisciplinary legislative drafting teams
- Review legislation prepared by other counsel to ensure quality and adherence to standards
- Participate in committees and working groups dealing with a broad range of subject matter issues

LP-04 Classification

TBS Classification	LP-04
Position Titles Include:	Legal Counsel – Advisory (Level D); Legal Counsel – Criminal Prosecution (Level D); Legal Counsel – Civil Litigation (Level D)
Capsule	

Legal Counsel – Advisory (Level D)

General Characteristics

Legal officers in this position are those few identified as experienced specialists, known for their expertise. Individuals typically receive only minimal direction in the application of their clearly recognized expertise and experience.

Key Activities

- Act as an expert, orient, guide and advise lawyers and legal advisors regarding the evolution of the law and new trends, legal theories and practices, and in the strategic direction of their cases
- Analyze and interpret the decisions rendered by legal and administrative courts, evaluate the impact of these decisions on client operations and on the government as a whole, and determine optimal methods for applying and implementing decisions

Legal Counsel – Criminal Prosecution (Level D)

General Characteristics

Legal officers in this position conduct criminal litigation which is comprised primarily of highly complex matters of significant risk, often with significant political and/or social sensitivity, multiple stakeholders, issues and interests, and/or national scope. Leads litigation teams on complex litigation and/or negotiations. Provides expert legal advice on a variety of complex cases and broad legal issues.

Key Activities

- Plans and leads litigations and resolution strategies for matters of significant complexity, breadth, scope, risk, and impact
- Leads multi-disciplinary teams on highly complex matters of significant risk
- Monitors legal and legal policy developments affecting the area of expertise to anticipate issues and implications, and proposes response strategies
- Provides expert legal advice to colleagues and clients on a wide range of highly complex, cross-cutting matter and issues of significant risk
- Prepares, delivers, leads, and oversees others in the preparation and delivery of oral and written submissions before courts and tribunals
- Provides coaching and knowledge to other litigators, other counsel and clients. Ensures quality and consistency of work through monitoring and feedback

LP-04 Classification

TBS Classification	LP-04
Position Titles Include:	Legal Counsel – Advisory (Level D); Legal Counsel – Criminal Prosecution (Level D); Legal Counsel – Civil Litigation (Level D)
Capsule	

Legal Counsel – Civil Litigation (Level D)

General Characteristics

Legal officers in this position conduct civil litigation which is comprised primarily of highly complex matters of significant risk, often with significant political and/or social sensitivity, multiple stakeholders, issues and interests, and/or national scope. Leads litigation teams on complex litigation and/or negotiations. Provides expert legal advice on a variety of complex cases and broad legal issues.

Key Activities

- Plans and leads litigations and resolution strategies for matters of significant complexity, breadth, scope, risk, and impact
- Leads multi-disciplinary teams on highly complex matters of significant risk
- Monitors legal and legal policy developments affecting the area of expertise to anticipate issues and implications, and proposes response strategies
- Provides expert legal advice to colleagues and clients on a wide range of highly complex, cross-cutting matter and issues of significant risk
- Prepares, delivers, leads, and oversees others in the preparation and delivery of oral and written submissions before courts and tribunals
- Provides coaching and knowledge to other litigators, other counsel and clients. Ensures quality and consistency of work through monitoring and feedback

Appendix B

Primary Research Data Collection Tool

Data Collection Tool

The primary research data collection tool included positions from the Law Practitioner (LP) group. This survey was produced in both English and French.

Section 1 – Organization Profile

Law Practitioner Group - Compensation Survey	
Section 1 - Organization Profile	
Please complete the fields below, which request contact information and data relating to the characteristics of your organization.	
Organization Name	
Contact Name	
Title	
Telephone No.	
e-Mail Address	
Website Link to Relevant Collective Agreement and/or Terms and Conditions (if applicable)	
Organizational Characteristics	
Please indicate your organization type (e.g. province/territory government, municipality, law firm, private organization).	
Please enter your number of employees, including all full-time, part-time and seasonal employees.	
In which Canadian provinces/territories do you have employees?	
Please enter your Canadian organization's Total Operating Budget.	
<p><i>If you have any questions concerning the survey please email tbswagestudy@deloitte.ca or contact Jennifer Leech at (613) 751-5246, or Katelyn Woods at (613) 751-5319. Once you have completed the survey, please return it via email to tbswagestudy@deloitte.ca.</i></p>	

Data Collection Tool (Cont'd)

Section 2 – Instructions and Matches

Section 2 - Instructions & Matches	
IMPORTANT	
<p>Please review the thirteen (13) listed non-management benchmark positions below and proceed to Section 3 (Job Capsules), for descriptions of all of these positions. To ensure that appropriate job matches are made, please review the job capsules carefully and do not rely solely on job titles. For example, although the job title may be Legal Counsel- Advisory (Level A), the best job match may be Legal Counsel - Prosecutor (Level A). Where there is overlap between two or more positions, please provide information on <u>the one job</u> that best represents the role and encompasses the majority of duties for your jurisdiction.</p> <p><i>Please note that the Department of Justice and the Public Prosecution Service of Canada have five levels of practitioner classification in addition to an articling student classification. We appreciate that your service may have a different number of levels. We have not provided descriptions for all levels and roles of counsel (e.g. for prosecutors, we have only provided the first three levels – there are two more senior levels). As such, you may have counsel who carry out more complex duties than are included in the capsules. When matching the federal positions to your positions, please use the narrative description to tell us based on the description of the role, what would be the most appropriate classification for those duties within your jurisdiction.</i></p> <p>We also request that you please provide short position descriptions for each of your position matches below. If short position descriptions are not available, you may send copies of the job descriptions by email with your completed survey.</p> <p>Once you have identified matching positions for survey completion, please proceed to Section 4 (Base Salary). After completing Section 4, please proceed to Section 5 (Other) to respond to a number of compensation related questions. Please review the instructions for each section and complete the survey accordingly.</p> <p>Please note that short descriptions for each position being used as a match will be included within the report.</p> <p>Please note that Section 6 includes a Glossary of key terms for your reference.</p>	
Position Titles	Organization Job Match - Short Description (please complete)
Legal Counsel- Advisory (Level A)	
Legal Counsel- Criminal Prosecution (Level A)	
Legal Counsel- Advisory (Level B)	
Legal Counsel- Criminal Prosecution (Level B)	

Note: Only the first page of this section is enclosed. A full list of TBS benchmarks is available in Appendix A.

Data Collection Tool (Cont'd)

Section 3 – Job Capsules

Section 3- Job Capsules	
<p>Job capsules for the 13 non-management benchmark positions are provided below and cover the following positions:</p> <ul style="list-style-type: none"> - Legal Counsel - Advisory (Levels A, B, C, D) - Legal Counsel - Criminal Prosecution (Levels A, B, C) - Legal Counsel - Civil Litigation (Levels B, C) - Legal Counsel - Policy (Levels B, C) - Legal Counsel - Legislative (Levels B, C) 	
<p><i>As previously mentioned, please note that the Department of Justice and the Public Prosecution Service of Canada have five levels of practitioner classification in addition to an articling student classification. We appreciate that your service may have a different number of levels. We have not provided descriptions for all levels and roles of counsel (e.g. for prosecutors, we have only provided the first three levels – there are two more senior levels). As such, you may have counsel who carry out more complex duties than are included in the capsules. When matching the federal positions to your positions, please use the narrative description to tell us based on the description of the role, what would be the most appropriate classification for those duties within your jurisdiction.</i></p>	
Position Title	Job Capsule
Legal Counsel- Advisory (Level A)	<p>General Characteristics Legal officers in this position investigate facts that are well-established; handle situations where directly applicable precedents exist; receive close supervision from assigning lawyers. This position is for a lawyer with limited legal experience or that work on matters with low complexity.</p> <p>Key Activities</p> <ul style="list-style-type: none"> • Provide advice to clients on development, application and interpretation of legal documents such as real estate conveyance documents, commercial lease agreements, or legislation and regulations • Undertake research on legal questions and assists with special projects on behalf of client • Assist more senior counsel in the areas of litigation support and the development of policy, legislation, and regulations • Advise policy, legislation and legislative amendments in specific areas of the law • Receive assignments from more senior lawyers
Legal Counsel- Criminal Prosecution (Level A)	<p>General Characteristics Legal officers in this position are at a developmental stage and conduct routine criminal and regulatory litigation on behalf of the Crown. They assist more senior lawyers on moderate and complex cases. Typically, a lawyer in this position would have less than 4 years of legal experience. Work is performed under general supervision.</p> <p>Key Activities</p> <ul style="list-style-type: none"> • Provides prosecutorial litigation services on criminal offences under federal jurisdiction, working with investigative agencies. • Provides legal advice and opinions on well established issues of law, to investigative agencies and partners and to ensure files or projects comply with the law. • Supports senior prosecutors on complex and lengthy large-scale files or projects. • Provides direction to support staff. • Participates in working groups.

Note: Only the first page of this section is enclosed. A full list of TBS benchmarks is available in Appendix A.

Data Collection Tool (Cont'd)

Section 4 – Base Salary

Section 4 - Base Salary													
Please proceed with entering the base salary compensation data for each position you identified as a match in your organization on Tab 2 - Instructions & Matches. Base salary on this tab excludes any payment of overtime or short-term incentives (e.g. bonuses). Information on practices in this regard are captured on Tab 5 - Other.													
Please note that for participating provinces and territories, your information will be attributed to your organization and identified as such in the report. For all other types of participating organizations, your information will remain confidential and only be reported where there are a minimum of three respondents.													
Notes:													
(1) Please provide a short position description for your position match within Section 2 (Instructions). If short descriptions are not available, you may alternatively email position descriptions with your survey response.													
(2) For Quality of Match , please indicate "-" if your position is of smaller scope (from 75% to 90% of benchmark work responsibilities); "=" if your position is of equal scope (from 90% to 110% of benchmark work responsibilities); or "+" if your position is of larger scope (from 110% to 125% of benchmark work responsibilities).													
(3) For Number of Incumbents , please indicate how many incumbents in your organization currently fall into this position match.													
(4) For Salary Range , please indicate the minimum and maximum of the formal salary range. For Effective Date , please note the start date that applies to the base salary range that is currently in place.													
(5) For Actual Incumbent-Based Salaries , please provide the following based on <i>full-time equivalent, annualized salaries</i> for the actual incumbents : average, 25th percentile (P25), 50th percentile (P50), and 75th percentile (P75). For Effective Date , please note the date used for the calculation of the incumbent-based salaries. If you require assistance calculating percentiles please see the detailed instructions provided on Tab 6 - Glossary. If you still require assistance, please contact us.													
Benchmark Position Title	Matching Position Title or Classification (1)	Quality of Match (2)	Number of Incumbents (3)	Salary Range (4)			Actual Incumbent-Based Salaries (5)					Anticipated Salary Increase for next Fiscal Year (%)	
				Min Base Salary Range	Max Base Salary Range	Effective Dates	Average	P25	P50	P75	P90		Effective Date
<i>Example: Executive Assistant</i>	<i>Administrative Assistant</i>	=	10	\$42,000	\$54,000	May 2011	\$48,000	\$44,000	\$48,500	\$52,000	\$54,000	May 2011	1.5%
Legal Counsel-Advisory (Level A)													
Legal Counsel-Criminal Prosecution (Level A)													
Legal Counsel-Advisory (Level B)													
Legal Counsel-Criminal Prosecution (Level B)													

Note: Only the first page of this section is enclosed. A full list of TBS benchmarks is available in Appendix A.

Data Collection Tool (Cont'd)

Section 5 – Other

Section 5 - Other	
Please proceed with answering the following questions related to compensation practices.	
Please note that for participating provinces and territories, your information will be attributed to your organization and identified as such in the report. For all other types of participating organizations, your information will remain confidential and only be reported where there are a minimum of three respondents.	
CLASSIFICATION LEVELS	
1. What are your classification levels?	
1a. How does one progress from one classification level to another?	
1b. Are there limits to the number of people per classification level?	
OVERTIME	
2. Do you provide any form of compensation for overtime?	
2a. If so, please describe the details of the overtime compensation that is in place (i.e., cash compensation, time in lieu, etc.)	
ALLOWANCES/PREMIUMS	
3. Are there any other allowances or premiums that may apply to your non-management legal workforce?	
3a. If so, please describe, including the amount, the percentage of your non-management legal workforce that is eligible for the allowance/premium, and the circumstances in which it would apply.	
SHORT-TERM INCENTIVE PLAN	
4. Do you have a short-term incentive plan?	
4a. If yes, what is the target incentive payout by classification level as a percentage of base pay for your last fiscal year?	

Data Collection Tool (Cont'd)

Section 5 – Other (Cont'd)

4b. If yes, what was the average actual short-term incentive payout by classification level as a percentage of base pay for your last fiscal year?
4c. What percentage of your non-management legal workforce received a short-term incentive following the last review period? <input type="text"/>
RANGE PROGRESSION
5. What is the primary basis for base salary range progression (e.g. step, perlock-step, performance-based, competency-based, etc.)?
5a. What is the process for managing employees' salaries when the maximum for a salary range is reached?

Data Collection Tool (Cont'd)

Section 6 – Glossary

Section 6 - Glossary	
Average (or mean)	The value obtained by adding together several items in a set and then dividing this total by the number of items in the set.
Base Salary	The fixed amount paid to an employee for performing specific job responsibilities. This may be paid on an hourly or salaried basis. This study collects Base Compensation on a salary basis.
Median (or P50)	The middle item in a set of ranked data points containing an odd number of items. When an even number of items are ranked, the median is the average of the two middle items.
Percentiles	A percentile is the value below which a certain percent of observations fall (e.g. P25 would therefore represent the data point below which 25% of all data fall when arranged in ascending order). Please explanation below on how to calculate this in Excel.
Short-term Incentive or Variable Compensation	A payment based on the performance of an individual, a group of workers operating as a unit, a division, or an entire work force. It may be based on a formula or be at the discretion of management. Its time horizon is typically short term (i.e. within twelve months). Payments are typically provided in cash.
Calculating Percentiles:	
<p>P25 - The data point below which 25% of all observations fall. To calculate, one must gather all actual incumbent salaries for this match. Subsequently the following excel formula may be used: =percentile(array,.25) where array is the list of actual full-time equivalent, annualized incumbent salaries.</p> <p>P50 - The data point below which 50% of all observations fall. To calculate, one must gather all actual incumbent salaries for this match. Subsequently the following excel formula may be used: =percentile(array,.5) where array is the list of actual full-time equivalent, annualized incumbent salaries.</p> <p>P75 - The data point below which 75% of all observations fall. To calculate, one must gather all actual incumbent salaries for this match. Subsequently the following excel formula may be used: =percentile(array,.75) where array is the list of actual full-time equivalent, annualized incumbent salaries.</p> <p>P90 - The data point below which 90% of all observations fall. To calculate, one must gather all actual incumbent salaries for this match. Subsequently the following excel formula may be used: =percentile(array,.90) where array is the list of actual full-time equivalent, annualized incumbent salaries.</p>	

Appendix C

Matching Job Capsules for Provincial and Territorial Jurisdictions

Alberta

Legal Officer 1

This position was matched to Legal Counsel – Advisory (Level A) (LP-01) and Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- This is a developmental position that works under close guidance and work instruction. The scope of work at this level includes standard legal activities under the direction and guidance of a senior lawyer. Incumbents may need to explain basic legal requirements, reason, and alternatives to clients and agency members. The incumbent is developing an understanding of relationships between legal advisors and clients within the agency, and is learning specific legislation and regulations. This position is developmental with 1-3 years of directly related post-bar legal experience.

Legal Officer 2

This position was matched to Legal Counsel – Advisory (Level B) (LP-02), Legal Counsel – Criminal Prosecution (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- The scope of work includes the application of existing knowledge of legislation, regulations and applications, and execution of a wide variety of standard legal activities. Assignments are clearly defined, with legal issues ranging from standard to less complex in nature, and are completed under some guidance and general work instructions. Incumbents may sit as second chair on proceedings involving the agency, including at judicial reviews and appeals, and will lead small projects under the supervision of a senior lawyer or senior agency official. Incumbents in this position have 4-10 years of directly related post-bar legal experience.

Alberta

Legal Officer 3

This position was matched to Legal Counsel – Advisory (Level C) (LP-03), Legal Counsel – Criminal Prosecution (Level C) (LP-03), Legal Counsel – Civil Litigation (Level C) (LP-03), Legal Counsel – Policy (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

- This position is not typically the most senior legal counsel, but work is conducted independently on all but the most complex legal issues, including advising and executing on standard to non-standard and more complex legal issues. This position is a "go-to" role in a specialized area with expert knowledge of an agency's processes, related legislation and regulations; has significant input into the development of legislation and policy; may contribute to or develop legal policies, procedures and legislation; represents the agency in proceedings, including judicial reviews and appeals; may negotiate with counterparts as a representative of the agency; may engage in or educate agency members in mediation and alternate dispute resolutions; and may coach and guide junior staff within the agency. Incumbents in this position have 11 or more years of directly post-bar legal experience.

British Columbia

Legal Counsel 1

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

- This level is applicable to lawyers commencing their career as Legal Counsel with 5 years or less admission to practice and related practice of law. Incumbents possess a demonstrated proficiency in the areas to which they have been assigned and act as counsel and legal advisor. These lawyers provide advice and appear, where necessary, in court and before administrative tribunals representing the Crown and are expected to negotiate and recommend settlements where appropriate. As well, they would consult on the formulation, implementation and interpretation of legislation and be responsible for the interpretation of the common law and the preparation and drafting of a range of legal documents and process. Incumbents keep abreast of and advise on developments in related aspects of the law, and may assist in developing and recommending alternatives and initiating changes in these areas of the law when required. These lawyers may be required to review and participate in the preparation of legislation, regulations and orders in council prior to requests by government ministries for drafting services. They must also assess revisions to legislation in areas related to assigned responsibilities.

Crown Counsel 1

This position was matched to Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- This level is applicable to lawyers commencing their career as Crown Counsel with 5 years or less admission to practice and related practice of law. This position is responsible for the prosecution of offences (under the Criminal Code, provincial statutes and regulations, certain other federal statutes) from inception to conclusion, including the conduct of bail hearings, pre-trial motions, the conduct of the trial, sentencing proceedings and appeal. This position receives case and other assigned duties from Administrative Crown Counsel, and ensure that they are kept apprised of developments on serious or sensitive prosecutions. Crown Counsel has functional supervision of support staff and ad hoc Crown Counsel appointees; may assist other Crown Counsel and more junior counsel upon request; will recommend appeals of adverse decisions where appropriate and may make recommendations as to changes in procedures, policy or legislation; may participate in committees; and gives advice and assistance to law enforcement agencies.

British Columbia

Legal Counsel 2

This position was matched to Legal Counsel – Advisory (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- This level is applicable to lawyers with 6 to 11 years of admission to practice and related practice of law. This level is the working level where incumbents possess a demonstrated proficiency in the areas to which they have been assigned and act as counsel and legal advisor. These lawyers provide advice and appear, where necessary, in court and before administrative tribunals representing the Crown and are expected to negotiate and recommend settlements where appropriate. As well, they would consult on the formulation, implementation and interpretation of legislation and be responsible for the interpretation of the common law and the preparation and drafting of a range of legal documents and process. They keep abreast of and advise on developments in related aspects of the law, and may assist in developing and recommending alternatives and initiating changes in these areas of the law when required. These lawyers may be required to review and participate in the preparation of legislation, regulations and orders in council prior to requests by government ministries for drafting services. They must also assess revisions to legislation in areas related to assigned responsibilities.

Crown Counsel 2

This position was matched to Legal Counsel – Criminal Prosecution (Level B) (LP-02).

- This level is applicable to lawyers with 6 to 11 years of admission to practice and related practice of law. This level is the working level and is responsible for the prosecution of offences (under the Criminal Code, provincial statutes and regulations, and federal statutes) from inception to conclusion, including the conduct of bail hearings, pre-trial motions, trials, sentencing proceedings and appeal (if applicable). This position receives case assignments and assignments of other duties from Administrative Crown Counsel, and will ensure that Administrative Crown Counsel is kept apprised of developments on serious or sensitive prosecutions. Crown Counsel has functional supervision of support staff; will recommend appeals of adverse decisions where appropriate and may make recommendations as to changes in procedures, policy or legislation; may participate in committees; is responsible for giving advice and assistance to law enforcement agencies; and may be required to assume Administrative Crown Counsel duties when assigned.

British Columbia

Legal Counsel 3

This position was matched to Legal Counsel – Advisory (Level C) (LP-03), Legal Counsel – Civil Litigation (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

- Entry into this level requires a minimum of 8 years of call. Incumbents possess a demonstrated proficiency in the areas to which they have been assigned and act as counsel and legal advisor. These lawyers provide advice and appear, where necessary, in court and before administrative tribunals representing the Crown and are expected to negotiate and recommend settlements where appropriate. As well, they would consult on the formulation, implementation and interpretation of legislation and be responsible for the interpretation of the common law and the preparation and drafting of a range of legal documents and process. They keep abreast of and advise on developments in related aspects of the law, and may assist in developing and recommending alternatives and initiating changes in these areas of the law when required. These lawyers may be required to review and participate in the preparation of legislation, regulations and orders in council prior to requests by government ministries for drafting services. They must also assess revisions to legislation in areas related to assigned responsibilities.

Crown Counsel 3

This position was matched to Legal Counsel – Criminal Prosecution (Level C) (LP-03).

- Entry into this level requires a minimum of 8 years of call. This position is responsible for the prosecution of offences (under the Criminal Code, provincial statutes and regulations, and certain other federal statutes) from inception to conclusion, including the conduct of bail hearings, pre-trial motions, trials, sentencing proceedings and appeal (if applicable). This position receives case assignments and assignments of other duties from Administrative Crown Counsel, and will ensure that Administrative Crown Counsel is kept apprised of developments on serious or sensitive prosecutions. Crown Counsel has functional supervision of support staff; will recommend appeals of adverse decisions where appropriate and may make recommendations as to changes in procedures, policy or legislation; may participate in committees; is responsible for giving advice and assistance to law enforcement agencies; and may be required to assume Administrative Crown Counsel duties when assigned.

British Columbia

Crown Counsel 4

This position was matched to Legal Counsel – Criminal Prosecution (Level D) (LP-04).

- This level is reserved for select Crown Counsel who have distinguished themselves in the practice of their profession as exceptional senior counsel. As Counsel, this role is able to consistently conduct the most demanding, high profile, difficult and complex prosecutions; and, routinely advises or represents the Crown on the most significant legal, evidentiary or policy issues, the outcome of which is critical to the administration of criminal justice, the interests of the Province, or the reputation of the Branch. Appointment to this level is at the discretion of the Deputy Attorney General. Entry into this level requires a minimum of 10 years of call.

Manitoba

Legal Counsel 1

This position was matched to Legal Counsel – Advisory (Level A) (LP-01) and Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- This is an entry and/or working level position, with provisions for use as a terminal level. Incumbents assigned to this level must hold membership in the Law Society of Manitoba and would normally range in experience from 0 to 5 years.

Legal Counsel 2

This position was matched to Legal Counsel – Advisory (Level B) (LP-02), Legal Counsel – Criminal Prosecution (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- This is an advanced or senior working level for lawyers which requires a minimum of 5 years satisfactory experience at the Manitoba bar. Progression to this level from the Legal Counsel 1 level is achieved on the basis of merit following an evaluation and appraisal of the work performed. Experience assessed as equivalent, gained in another government jurisdiction or in private practice, may be credited for hiring into this level.

Manitoba

Legal Counsel 3

This position was matched to Legal Counsel – Advisory (Level C) (LP-03), Legal Counsel – Criminal Prosecution (Level C) (LP-03), Legal Counsel – Civil Litigation (Level C) (LP-03), Legal Counsel – Policy (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

- This is an advanced level for senior lawyers possessing an advanced degree of expertise who have demonstrated consistently superior performance over an extensive period of time. In order to be eligible for consideration for promotion to this level, a lawyer must have a minimum of ten (10) years experience at the Manitoba bar and the promotion must have been recommended by the Deputy Attorney-General and approved by the Attorney-General. Positions at this level may also carry supervisory and/or administrative responsibilities for a specific segment of the departmental program in which case the Deputy Attorney-General may agree to waive the requirement of ten (10) years experience. Employees in this classification who are assigned supervisory and/or administrative responsibilities for a specific segment of the departmental program may be designated as Senior Crown Attorneys, Senior Crown Counsel, Team Leaders, Office Manager (Public Trustee) or be given any other appropriate designation.

Legal Counsel 4

This position was matched to Legal Counsel – Advisory (Level D) (LP-04).

- This is the most advanced level of legal counsel for the membership in the department. Incumbents are designated as General Counsel. General Counsel are the Department's leading legal practitioners. They demonstrate exceptional legal ability and competence, practice at the highest levels of ethical conduct, and are the mentors and role models for other Crown Attorneys and for all staff. General Counsel lead by example and can be called upon to offer advice and strategic and practical guidance to other Crown Attorneys. General Counsel contribute meaningfully to a respectful workplace environment and to office collegiality. Outside the Department, General Counsel represent the epitome of the Department's professionalism and its legal culture. Only Crown Attorneys in the Legal Counsel 3 classification can apply to be considered for General Counsel, and they are eligible to do so only once they have reached a minimum of 10 years experience at the Bar that includes 5 continuous years of employment as a Crown Attorney in Manitoba.

New Brunswick

Lawyer 1, Legal Services

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

- Positions at this level provide general solicitor services; provide general barrister services, as required, before courts, boards and tribunals; and assist senior lawyers, as required, at all court levels, boards and tribunals within the Province. Incumbents provide professional services on routine, non-precedent setting, files, cases or assignments within organizational guidelines under regular guidance and supervision.

Lawyer 1, Public Prosecution Services

This position was matched to Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- Positions at this level screen and approve charges, conduct or assist in the conduct of prosecutions or applications at all court levels in the Province, provide legal opinion to various enforcement agencies, conduct appeals, and assist as counsel at a coroner's inquest. Assigned cases are of a non-precedent setting and routine nature. Work is performed in an independent manner within organizational guidelines, under regular guidance and supervision, and/or subject to review by senior Crown Prosecutors.

New Brunswick

Lawyer 2, Legal Services

This position was matched to Legal Counsel – Advisory (Level B) (LP-02) and Legal Counsel – Civil Litigation (Level B) (LP-02).

- Positions at this level provide general barrister services, as required, at all court levels, boards and tribunals within the Province; provide solicitor services with possible specialization in one or more areas of the law; provide technical direction to less experienced lawyers; able to mediate satisfactory settlement of cases. Positions at this level are responsible for complex files or assignments, where the incumbent works autonomously with occasional consultation with senior solicitors. Positions at this level require a minimum of 4 years experience.

Lawyer 2, Public Prosecution Services

This position was matched to Legal Counsel – Criminal Prosecution (Level B) (LP-02).

- Positions at this level screen and approve charges, conduct or assist in the conduct of prosecutions or applications at all court levels in the Province, provide legal opinion to various enforcement agencies, conduct appeals, assist as counsel at a coroner's inquest, and provide technical direction to less experienced lawyers. Positions at this level are assigned complex cases, with occasional consultation with senior Crown Prosecutors or the Regional Director. Positions at this level are required to rely on their own analysis of facts and research to make accurate and final decisions. Positions at this level require a minimum of 4 years experience.

New Brunswick

Lawyer 2, Legislative Services

This position was matched to Legal Counsel – Legislative (Level B) (LP-02).

- Positions at this level are responsible for drafting all provincial public acts and regulations. Positions provide legal advice and opinions, assist departments in policy development and provide technical direction to less experienced lawyers. Positions at this level are responsible for complex files or assignments, where the incumbent works autonomously with occasional consultation with senior solicitors. Positions at this level require a minimum of 4 years experience.

Lawyer 3, Legal Services

This position was matched to Legal Counsel – Advisory (Level C) (LP-03) and Legal Counsel – Civil Litigation (Level C) (LP-03).

- Positions at this level provide barrister services, as required, at all court levels including the Supreme Court of Canada, boards and tribunals; provide solicitor services at the highest organizational level with specialization in one or more areas of the law; supervise or direct the work of other lawyers with respect to assignments or projects, assigned; have primary responsibility for clients; provide clients with legal advice and opinions; and act as resource person in areas of individual specialization. Positions at this level handle highly complex files autonomously; keep abreast of current development in the law; and interpret precedent-setting court decisions and legislation. Positions at this level require a minimum of 9 years of experience.

New Brunswick

Lawyer 3, Public Prosecution Services

This position was matched to Legal Counsel – Criminal Prosecution (Level C) (LP-03).

- Positions at this level conduct criminal cases at all levels including, as required, the Supreme Court of Canada; perform, as required, special duties; act as counsel and resource person in the area of criminal law and criminal procedure of family law; supervise and direct the work of other lawyers with respect to assignments or projects, as assigned; provide legal advice and opinions; and provide counsel to the Attorney General, enforcement agencies, and other lawyers. Positions at this level are assigned highly complex cases that they are able to handle autonomously, with consultation only in the most difficult and sensitive of issues. Positions at this level require a minimum of 9 years of experience.

Lawyer 3, Legislative Services

This position was matched to Legal Counsel – Legislative (Level C) (LP-03).

- Positions at this level are responsible for drafting all provincial public acts and regulations. Positions provide legal advice and opinions; act as a counsel and a resource person with respect to legislation, statutory interpretation or language issues at all levels of government; review the work of and provide guidance to less experienced lawyers; perform, as required, special duties; and participate in matters that further the Department's interests. Positions at this level handle highly complex files autonomously, with consultation only in the most difficult and sensitive of issues. Positions at this level require a minimum of 9 years experience.

New Brunswick

Lawyer 4, Legal Services

This position was matched to Legal Counsel – Advisory (Level D) (LP-04).

- Positions at this level practice in a highly specialized area of the law and are widely recognized as an expert in the specialized area of practice by peers and the legal profession. Positions at this level are regularly assigned cases in the specialized area of practice, and may review court decisions, opinions, commercial transactions, acts or regulations in specialized area of practice. Positions at this level require a minimum of 15 years in the practice of Law.

Newfoundland and Labrador

Solicitor 3

This position was matched to Legal Counsel - Advisory (Level A) (LP-01) and Legal Counsel - Criminal Prosecution (Level A) (LP-01).

- This position is an intermediate level, and requires a minimum of 2 years from the Bar.

Solicitor 4

This position was matched to Legal Counsel - Advisory (Level B) (LP-02), Legal Counsel - Criminal Prosecution (Level B) (LP-02), Legal Counsel - Civil Litigation (Level B) (LP-02), Legal Counsel - Policy (Level B) (LP-02), Legal Counsel - Legislative (Level B) (LP-02), Legal Counsel - Advisory (Level C) (LP-03), Legal Counsel - Criminal Prosecution (Level C) (LP-03), Legal Counsel - Civil Litigation (Level C) (LP-03), Legal Counsel - Policy (Level C) (LP-03) and Legal Counsel - Legislative (Level C) (LP-03).

- This position is the full working level, and requires a minimum of 4 years from the Bar.

Solicitor 5

This position was matched to Legal Counsel - Advisory (Level D) (LP-04), Legal Counsel - Criminal Prosecution (Level D) (LP-04) and Legal Counsel - Civil Litigation (Level D) (LP-04).

- The incumbent in this position is a Senior Counsel, Specialist, or Director (e.g. head of a division).

Nova Scotia

Solicitor 1

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

Crown Attorney

This position was matched to Legal Counsel – Criminal Prosecution (Level A) (LP-01).

Solicitor 2

This position was matched to Legal Counsel – Advisory (Level B) (LP-02).

Senior Crown Attorney

This position was matched to Legal Counsel – Criminal Prosecution (Level B) (LP-02).

Solicitor 3

This position was matched to Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02), Legal Counsel – Legislative (Level B) (LP-02) and Legal Counsel – Advisory (Level C) (LP-03).

Senior Crown Counsel

This position was matched to Legal Counsel – Criminal Prosecution (Level C) (LP-03).

Solicitor 4

This position was matched to Legal Counsel – Civil Litigation (Level C) (LP-03), Legal Counsel – Policy (Level C) (LP-03) and Legal Counsel – Advisory (Level D) (LP-04).

Please note that job capsules were not received from the province of Nova Scotia.

Nunavut

Legal Counsel (R1-R7)

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

- This position is at the recruitment level, and will usually have less than 4 years of legal experience. This position works under the guidance of the Director; prepares and reviews legal documents; prepares opinions and gives legal advice; negotiates and finalizes settlement of matters involving the government; and works with co-counsel to conduct and conclude complex files.

Registries Counsel/ Public Trustee (W1-W9)

This position was matched to Legal Counsel – Advisory (Level B) (LP-02).

- This position prepares and reviews legal documents; prepares opinions and gives legal advice; negotiates and finalizes settlement of matters involving the government; and works with co-counsel to conduct and conclude complex files.

Legal Counsel (W1-W9)

This position was matched to Legal Counsel – Civil Litigation (Level B) (LP-02).

- This position prepares and reviews legal documents; prepares opinions and gives legal advice; negotiates and finalizes settlement of matters involving the government; and works with co-counsel to conduct and conclude complex files.

Nunavut

Policy Counsel (W1-W9)

This position was matched to Legal Counsel – Policy (Level B) (LP-02).

- This position develops and provides strategic legal and policy advice, analysis, policy support and makes recommendations; researches legal jurisprudence, political and social trends, gathers information, analyses results; provides support to Minister and Deputy Minister, including preparing briefing materials and speaking notes; researches legislative priorities and drafts legislative proposals; and conducts public consultations on policy and legislative initiatives.

Legislative Counsel (W1-W9)

This position was matched to Legal Counsel – Legislative (Level B) (LP-02).

- This position develops and provides strategic legal and policy advice, analysis, policy support and makes recommendations; researches legal jurisprudence, political and social trends, gathers information, analyses results; and provides support to the Minister, Deputy Minister, other senior departmental officials and the broader community.

Ontario

Crown Counsel 1 (CC1)

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

Assistant Crown Attorney (CC1)

This position was matched to Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- As a legal representative of the Ministry of the Attorney General, this position assists in the administration of justice in criminal and quasi-criminal matters, with a primary focus on the efficient prosecution of criminal and quasi-criminal matters. This position reports to the Crown Attorney/Deputy Crown Attorney, and under their supervision or that of their designate. Responsibilities include conducting and/or preparing prosecutions, hearings, applications, motions, and/or reviews on behalf of the Attorney General; performing assigned case management duties to support the efficient prosecution of criminal and quasi-criminal matters; ensuring timely reporting of information and maintaining accurate records; staying current with legal knowledge; and providing legal support and advice to Justice Sector Partners.

Crown Counsel 3 (CC3)

This position was matched to Legal Counsel – Civil Litigation (Level C) (LP-03).

- Senior legal representative of the Ministry of the Attorney General to assist in the administration of justice in civil litigation matters.

Please note that job capsules were not received for all matched positions.

Ontario

Crown Counsel 3 (CC3)

This position was matched to Legal Counsel – Policy (Level C) (LP-03).

- This position provides the Attorney General and senior ministry officials with integrated legal policy and strategic advice regarding a broad range of legal and public policy issues. Counsel participates in key legal policy activities, including policy development; the review of statutes and court decisions; the drafting of options papers, briefing materials and Cabinet submissions; the development of legislation; collaboration with litigation and advice counsel and other officials; and research activities and special assignments.

Crown Counsel 3 (CC3)

This position was matched to Legal Counsel – Advisory (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

Assistant Crown Attorney (CC3)

This position was matched to Legal Counsel – Criminal Prosecution (Level C) (LP-03).

- As a senior legal representative of the Ministry of the Attorney General, this position assists in the administration of justice in criminal and quasi-criminal matters, with a primary focus on the efficient prosecution of criminal and quasi-criminal matters, including the most complex cases. This position reports to the Crown Attorney/Deputy Crown Attorney, and works under their supervision or that of their designate. Responsibilities include conducting the most demanding prosecutions, hearings, applications, motions, appeals and/or reviews; preparing prosecutions, hearings, applications, motions, factums; appeals and/or reviews; performing assigned case management duties; mentoring and supervising counsel where assigned (e.g., acting as senior counsel on prosecutions; making oneself available for advice and guidance to less experienced counsel; leading a team of prosecutors); performing administrative duties relating to file management; performing special justice-related projects and being involved in community programmes as requested; staying current with legal knowledge; and providing legal support and advice to Justice Sector Partners.

Please note that job capsules were not received for all matched positions.

Ontario

Crown Counsel 4 (CC4)

This position was matched to Legal Counsel – Advisory (Level D) (LP-04).

Crown Counsel 4 (CC4)

This position was matched to Legal Counsel – Civil Litigation (Level D) (LP-04).

- This position frequently advises or represents the Crown on significant legal issues whose outcome is critical to justice administration, the reputation of the ministry and the interests of the Province.

Assistant Crown Attorney (CC4)

This position was matched to Legal Counsel – Criminal Prosecution (Level D) (LP-04).

- This position frequently advises or represents the Crown on significant legal issues whose outcome is critical to justice administration, the reputation of the ministry and the interests of the Province.

Please note that job capsules were not received for all matched positions.

Québec

Avocat ou notaire - Classification 115 - Échelons 1 à 8

This position was matched to Legal Counsel – Advisory (Level A) (LP-01).

- Les avocats et notaires exercent, de façon principale et habituelle et pour le compte de l'État, les attributions prévues selon le cas, à la Loi sur le Barreau ou à la Loi sur le Notariat. Ils exercent diverses activités exigeant une connaissance théorique et pratique de la législation, de la réglementation, de la jurisprudence et des procédures. Ainsi, les avocats et notaires sont notamment appelés à conseiller les autorités sur toute question de droit, à étudier les problèmes de nature juridique qu'entraîne l'application des lois dont les ministères ou organismes ont la responsabilité de l'exécution, à collaborer à la rédaction de la législation, de la réglementation et de tous les autres documents de nature juridique, à participer à l'administration de la Justice et à représenter les ministères devant les tribunaux judiciaires et administratifs et devant les commissions d'enquête.
- Échelons 1 à 8 est équivalent à moins de 4 ans d'expérience.

Procureurs aux poursuites criminelles et pénales - Classification 915 - Échelons 1 à 8

This position was matched to Legal Counsel – Criminal Prosecution (Level A) (LP-01)

- Échelons 1 à 8 est équivalent à moins de 4 ans d'expérience.

Québec

Avocat ou notaire - Classification 115 - Échelons 9 à 18

This position was matched to the Legal Counsel – Advisory (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- Les avocats et notaires exercent, de façon principale et habituelle et pour le compte de l'État, les attributions prévues selon le cas, à la Loi sur le Barreau ou à la Loi sur le Notariat. Ils exercent diverses activités exigeant une connaissance théorique et pratique de la législation, de la réglementation, de la jurisprudence et des procédures. Ainsi, les avocats et notaires sont notamment appelés à conseiller les autorités sur toute question de droit, à étudier les problèmes de nature juridique qu'entraîne l'application des lois dont les ministères ou organismes ont la responsabilité de l'exécution, à collaborer à la rédaction de la législation, de la réglementation et de tous les autres documents de nature juridique, à participer à l'administration de la Justice et à représenter les ministères devant les tribunaux judiciaires et administratifs et devant les commissions d'enquête.
- Échelons 9 à 18 est équivalent de 4 ans à 13 ans d'expérience.

Procureurs aux poursuites criminelles et pénales - Classification 915 - Échelons 9 à 18

This position was matched to Legal Counsel – Criminal Prosecution (Level B) (LP-02).

- Échelons 9 à 18 est équivalent de 4 ans à 13 ans d'expérience.

Québec

Avocat ou notaire - Classification 115-15 (Expert)

This position was matched to the Legal Counsel – Advisory (Level C) (LP-03), Legal Counsel – Civil Litigation (Level C) (LP-03), Legal Counsel – Policy (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

- Les avocats et notaires exercent, de façon principale et habituelle et pour le compte de l'État, les attributions prévues selon le cas, à la Loi sur le Barreau ou à la Loi sur le Notariat. Ils exercent diverses activités exigeant une connaissance théorique et pratique de la législation, de la réglementation, de la jurisprudence et des procédures. Ainsi, les avocats et notaires sont notamment appelés à conseiller les autorités sur toute question de droit, à étudier les problèmes de nature juridique qu'entraîne l'application des lois dont les ministères ou organismes ont la responsabilité de l'exécution, à collaborer à la rédaction de la législation, de la réglementation et de tous les autres documents de nature juridique, à participer à l'administration de la Justice et à représenter les ministères devant les tribunaux judiciaires et administratifs et devant les commissions d'enquête.
- Après 2 années passées à l'échelon 18; 15 ans et plus d'expérience.

Procureurs aux poursuites criminelles et pénales - Classification 915-15 (Expert)

This position was matched to Legal Counsel – Criminal Prosecution (Level C) (LP-03).

- Après 2 années passées à l'échelon 18; 15 ans et plus d'expérience.

Saskatchewan

Crown Council

This position was matched to Legal Counsel – Advisory (Level A) (LP-01), Legal Counsel – Criminal Prosecution (Level A) (LP-01), Legal Counsel – Criminal Prosecution (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- Crown Counsel are eligible to move to the Senior Crown Counsel Salary Range at year 8, based on satisfactory performance.

Senior Crown Council

This position was matched to Legal Counsel - Advisory (Level C) (LP-03), Legal Counsel - Criminal Prosecution (Level C) (LP-03), Legal Counsel - Civil Litigation (Level C) (LP-03), Legal Counsel - Policy (Level C) (LP-03), Legal Counsel - Legislative (Level C) (LP-03), Legal Counsel - Advisory (Level D) (LP-04), Legal Counsel - Criminal Prosecution (Level D) (LP-04) and Legal Counsel - Civil Litigation (Level D) (LP-04).

- Crown Counsel are eligible to move to the Senior Crown Counsel Salary Range at year 8, based on satisfactory performance.

Yukon

Legal Officer 1

This position was matched to Legal Counsel – Advisory (Level A) (LP-01) and Legal Counsel – Criminal Prosecution (Level A) (LP-01).

- This is the entry level for legal officers who have initially been admitted to the Bar. The work consists of cases or problems of moderate difficulty. General supervision is provided to the incumbent by more senior counsel. Experience is generally less than 5 years.
- Principal responsibilities include some combination of the following:
 - Drafting or amending legislation and regulations
 - Researching specific questions, and preparing and presenting legal opinions
 - Representing the Government of Yukon in litigation
 - Preparing contracts, leases and other agreements
 - Providing advice or consultation to government departments concerning interpretation of legislation or on other legal matters

Yukon

Legal Officer 2

This position was matched to Legal Counsel – Advisory (Level B) (LP-02), Legal Counsel – Criminal Prosecution (Level B) (LP-02), Legal Counsel – Civil Litigation (Level B) (LP-02), Legal Counsel – Policy (Level B) (LP-02) and Legal Counsel – Legislative (Level B) (LP-02).

- This is the experienced working level for Legal Officers. The work consists of cases or legal problems, many of which are more complex and difficult. Problems involving the establishment of significant precedents, or highly unusual cases are referred to more senior counsel for advice. The incumbent works independently, but under the general direction of senior counsel or the branch director. While there are no supervisory responsibilities at this level, there may be a requirement from time to time to assist in the training of less experienced counsel. Incumbents generally have at least 4 to 5 years of experience.
- Principal responsibilities include some combination of the following:
 - Drafting or amending legislation and regulations
 - Researching specific questions, and preparing and presenting legal opinions
 - Representing the Government of Yukon in litigation
 - Preparing contracts, leases and other agreements
 - Providing advice or consultation to government departments concerning interpretation of legislation or on other legal matters

Yukon

Legal Officer 3

This position was matched to Legal Counsel – Advisory (Level C) (LP-03), Legal Counsel – Criminal Prosecution (Level C) (LP-03), Legal Counsel – Civil Litigation (Level C) (LP-03), Legal Counsel – Policy (Level C) (LP-03) and Legal Counsel – Legislative (Level C) (LP-03).

- This is the first level of supervision, or the level for senior/specialist legal officers. The work consists of cases or legal problems, many of which are of considerable difficulty. Legal assignments cover a broad range, are novel in nature and concerned with conflicting legal principles. The incumbent works independently but within the general guidelines of the branch. May supervise a number of junior counsel or may act as head of a legal section. Incumbents generally have 7 to 10 years of experience, approximately 4 to 5 years of which have been in legal work related to a particular specialized field of law.
- Principal responsibilities include some combination of the following:
 - Drafting or amending legislation and regulations
 - Researching specific questions, and preparing and presenting legal opinions
 - Representing the Government of Yukon in litigation
 - Preparing contracts, leases and other agreements
 - Providing advice or consultation to government departments concerning interpretation of legislation or on other legal matters

Appendix D

Project Team Profiles

Project Team Profiles

Profiles for our project team members are provided below.

Kate Morican

Kate Morican is a Partner in the Ottawa office and leads Deloitte's Human Capital Services for the Ontario Region. Kate's work covers a wide range of strategic, operational and human capital issues including organizational design, transformational change, talent management and total rewards. Kate was the Engagement Partner for this project and was responsible for the overall quality of work and deliverables.

Laura McWhirter

Laura McWhirter is a Senior Consultant whose experience includes HR governance reviews, job evaluation and benchmarking data analysis, with a focus on compensation reviews and market pricing. Laura has been a core resource on a number of TBS wage comparability reviews over the last two years.

Jennifer Leech

Jennifer Leech is a Manager in the Ottawa office of Deloitte. Her current area of focus is Human Capital, with an emphasis on organizational and governance reviews/assessments. Jennifer has experience conducting organizational, governance and human resources-related reviews for a number of public and not-for-profit clients, including job evaluation/classification and compensation studies.

Katelyn Woods

Katelyn is a Business Analyst in the Ottawa office of Deloitte's Human Capital consulting practice, and provides a support role for various clients, projects and internal initiatives. Katelyn has experience in organizational and total rewards related projects for public sector clients, and has supported a number of TBS wage comparability reviews over the last year.

Deloitte.