

 Rainy River District Social Services Administration Board	<b>SECTION:</b> Human Resources
	<b>POLICY TITLE:</b> Job Design and Evaluation
<b>ORIGINAL DATE:</b> May 20, 1999	<b>POLICY AREA:</b> Human Resources
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## Policy

Administration will systematically collect, evaluate and organize information about jobs, including their qualifications and skill requirements, for the purpose of designing job descriptions and specifications, and establishing wages, recruitment, training, or job-simplifications. Job design and evaluation impacts human resource management activities which serve to:

- a) improve productivity levels through careful study of jobs;
- b) eliminate unneeded job requirements that can cause discrimination in employment;
- c) match job applicants to job requirements;
- d) plan for future human resource requirements;
- e) determine training needs for employees;
- f) compensate employees fairly and equitably;
- g) improve overall quality of work life;
- h) set realistic performance standards; and
- i) design/redesign jobs to improve performance and/or employee morale.

## Definitions

**“bona fide requirements”** are duties that are essential to the completion of a job. Note that requirements are not bona fide if they:

- relate to incidental duties instead of essential parts of the job; or
- are based on co-worker or customer preferences.

## Procedure

### Job Design

1. Job Descriptions are developed/reviewed as part of the performance appraisal process, new classification, formal job evaluations, prior to job postings, and/or whenever the duties of a job must change significantly.
2. The Supervisor/Manager will develop and/or revise Job Descriptions outlining the duties and responsibilities of the position, in consultation with the Chief Administrative Officer (CAO) and Human Resources (HR), ensuring the job is accurately described and that the stated essential requirements are bona fide and are necessary to the completion of the job.
3. HR finalizes the duties and responsibilities of the Job Description, relative to the organizations master job description template, ensuring the following is included:
  - a) Job identity such as job title, location, and status (i.e. management);
  - b) A summary which describes the job in a few sentences;
  - c) the supervisor or lines of accountability;
  - d) the organizational and service responsibilities;
  - e) the working conditions, if appropriate, such as travel requirements, hours of work, health and safety hazards, etc; and
  - f) the job qualifications such as experience, training, education, and physical or mental demands.
4. Human Resources Officer ensures that all updated Job Descriptions are maintained in a centralized file and that updated Job Descriptions are distributed to the relevant employee and Supervisor.
5. Respective Supervisors ensure that employees are provided with a copy of their revised Job Description at least two (2) weeks prior to the implementation, and given an opportunity to discuss the revisions.

### Job Evaluation

1. HR will complete Job Evaluations, in consultation with the CAO, as follows:
  - a) Job Review Questionnaire: A standardized questionnaire is developed to ensure all sub-factors are considered in the job evaluation process. The identity of a person will remain anonymous.

Factor and Sub-factors: Within the four factors (skill, effort, responsibility and working conditions) sub-factors are determined and a percentage of weight assigned to each.

- b) Points System Weights: Based on the percentage weights, points are assigned to sub-factors to develop a Points of Raters scoring system. For each position being evaluated, the points of raters corresponds points to a specific Level for each sub-factor for the position being evaluated.
  - c) Sub-factor Definitions: Definitions will be established and used to help decide the value and subsequent points for each sub-factor.
  - d) Notes of Raters: When evaluating a position the decided value will be recorded as a numeric Level on a Notes of Raters form for each sub-factor and the reason for the rating.
  - e) Job Specification Standards: Job Specification Standards (JSS) are developed for each level of each sub-factor and states the language that would appear in Job Descriptions.
  - f) Job Description: The Job Description will contain the corresponding language from the Job Specification Standards, based on the decided value (Level) for each sub-factor.
2. The CAO in consultation with HR will review the Job Evaluation and determine placement on the appropriate salary grid for all new or significantly revised positions.
3. Periodically a full organizational Job Review may be conducted of all positions simultaneously by an Ad Hoc Committee, as follows:
- a) The CAO will determine the number and composition of the committee;
  - b) HR will coordinate and lead the process;
  - c) A list of tasks and responsibilities will be provided to the Committee;
  - d) The Committee reviews the position and not the person;
  - e) The identity of a person remains anonymous; and
  - f) Final results will be posted once they have been discussed with the affected individuals.
4. An employee may, after consultation with their direct supervisor, request a formal Job Evaluation, including supporting documentation as to why the position should be reviewed to HR. HR in consultation with the CAO will consult and determine whether the position has changed enough to warrant conducting the review.