

Lakehead University

Presentation to Management Staff
Job Evaluation Review



Topics

- Project overview
- Explanation of job evaluation process
- Description of the job evaluation tool
- Provide guidelines in completing the Job Profile as Employee
- Guidelines in reviewing your employees' completed Job Profile
- Answer questions

Job Evaluation Review – Purpose

Job Evaluation Review Purpose – to ensure:

- Internal equity among management and non-union jobs and that they are placed appropriately within our compensation structure; and
- Lakehead continues to comply with the *Pay Equity Act*

Note:

- Lakehead is subject to provisions of the *Public Sector Compensation Constraint Act*; accordingly no adjustments can be made to the compensation structure until April 2012 when the legislation is scheduled to be lifted
- However, the results of this project will position Lakehead to ensure that the compensation structure is fair and competitive following the expiry date

Job Evaluation Review – Key Activities

- Gather up-to-date job content information in ‘job profile’; reviewed by managers
- Evaluate completed job profiles using a new job evaluation tool – the Hay Group Guide Chart Method of Evaluation
- Hay Group evaluates a cross-section of jobs to serve as ‘benchmark jobs’
- An internal, trained Job Evaluation Committee evaluates the remaining jobs
- All evaluations will be reviewed by the Senior Leadership Team to ensure internal equity and fairness is maintained

Job Evaluation

Job evaluation process establishes the internal relativity of job values within an organization

Key goals and principles include:

- To provide an equitable, fair and non-personal basis for establishing the foundation upon which salary levels are based
- To ensure employees are properly positioned within the compensation structure to align with their relative contribution to the organization

Job Evaluation

Things considered irrelevant to the job evaluation process:

- Individual performance on the job; it focuses on job content
- How brilliant / pleasant / customer service oriented / tireless, etc. staff are in comparison to everyone else
- Workload or volume of work (it may be a work *design issue*, but not a job evaluation issue)
- Titles – it measures job content, not titles
- Supply and demand; the difficulty in sourcing certain skill sets are not considered
- Consequence of error; assumes incumbent is performing the role competently
- Compensation paid to employees in any form, i.e., current salaries and/or market rates of pay

Hay Group Guide Chart Method

- The Hay Method is a consistent, systematic means for measuring the differences in relative contribution of different jobs
- The Hay Guide Chart Method uses 4 standard factors (with 12 dimensions) to evaluate the skill, effort, responsibility and working conditions inherent in any job

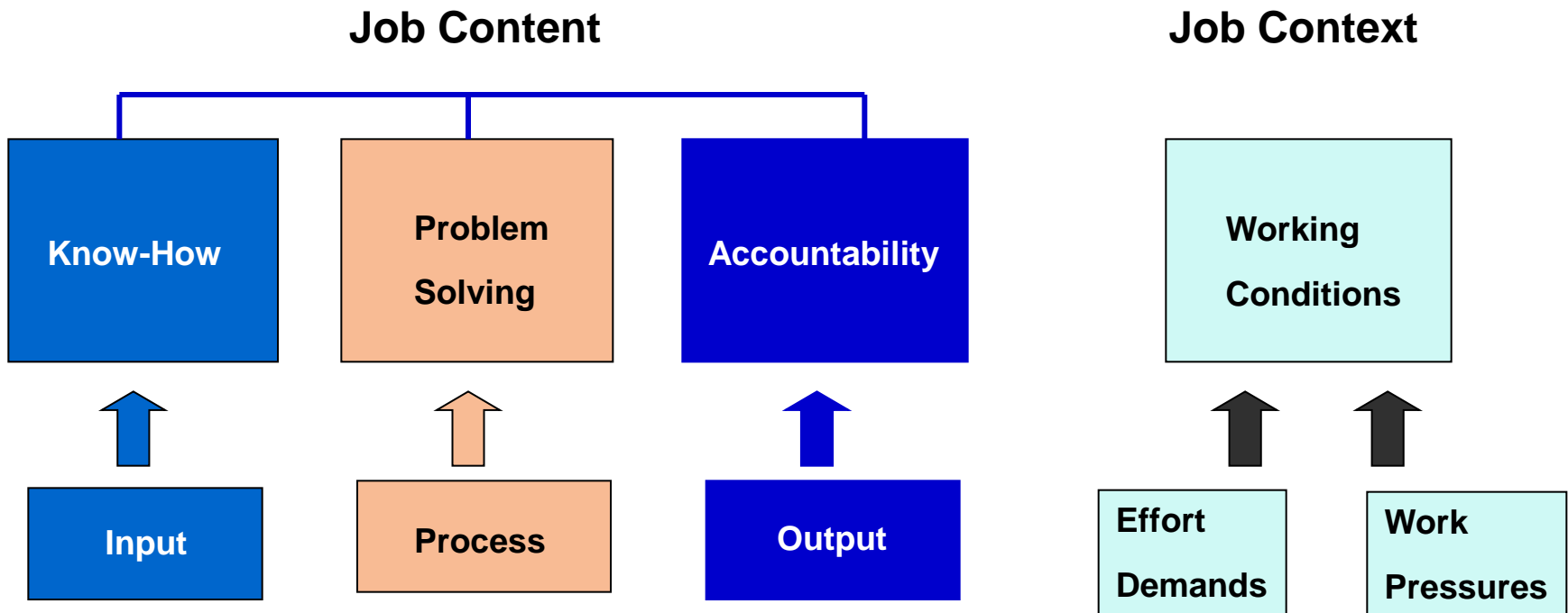
Know How	<ul style="list-style-type: none">■ Practical, technical, specialized skills■ Planning, organizing, integrating skills■ Human relations skills
Problem Solving	<ul style="list-style-type: none">■ Thinking environment■ Thinking challenge
Accountability	<ul style="list-style-type: none">■ Freedom to act■ Impact■ Magnitude
Working Conditions	<ul style="list-style-type: none">■ Physical effort■ Sensory effort■ Physical environment■ Work pressures

The Hay Group Guide Chart Method (2)

The Hay system incorporates important principles in assessing work in a dynamic organization, e.g.:

- Recognizes every kind of relevant knowledge, skill & experience, **however acquired**, needed for acceptable performance in a job
 - Evaluates the depth (specialization) and breadth (scope) of knowledge
- Recognizes “conceptual management” skills in individual contributor jobs / knowledge workers
 - i.e., the planning, organization, integrating skills that are required for positions that need to ‘manage’ a process/program without people reporting to the position and/or having budgetary responsibility
- There are many “checks & balances” in the process that ensure defensible and fair rating decisions are made

Hay Guide Chart Method: The Basic Factors (3)



Job Profile

- The purpose of the Job Profile:
 1. It asks questions about your responsibilities, the skill and knowledge required to perform the job, the effort involved in performing key activities and the working environment, which will be used for **job evaluation purposes**

Completing the Job Profile

Role of the Employee:

- Completion of the Job Profile
 - This process does not measure your performance on the job, nor your writing skills
- Provide examples wherever requested
- Be factual about responsibilities

Role of the Manager:

- Review of the completed Job Profile
- Identify & discuss any major discrepancies, e.g.:
 - Unreported responsibilities
 - Unclear or inappropriate examples
 - Misrepresentation of responsibilities
- No change to responses, however, comments are encouraged when discrepancies in understanding of job content occurs

Completing the Job Profile - General

- Designed to be completed electronically
- Reasonable time on the job is granted to complete the job profile - takes about 2-3 hours on average
 - If it takes longer, too much detail is being provided
- Where you are asked to specify an example:
 - It is extremely important to provide an example in every case
 - Examples qualify the position incumbent's understanding of the question
- Job evaluation focuses on job content only – titles are ignored in this process
- Document the job as it is today – not as it was or how it will be
- Refer to an existing, current job description to assist you

Completing the Job Profile – Overall Job Purpose

- An overview of the content, purpose and scope of the position in no more than 2 or 3 brief sentences
- Meant to provide a “big picture” preview of the job by focusing on the **key-end results** of the job (e.g. service provided, research conducted)
- In responding, consider these 2 questions:
 - Why does this job exist?
 - What is it responsible for?

HINT: Do this part last, by way of summary. Sum up the reasons for this job's existence – what is there to contribute?

Completing the Job Profile – Specific Accountabilities

- Focus on what is *required* to perform your job - not your individual performance in the job
- Describe your major accountabilities & indicate the percentage of time you spend over the course of an average year
- List accountabilities in order of importance
- Describe each activity by making brief statements that describe the responsibilities
 - What is done?
 - How is it done?
 - Why is it done?
- It is helpful to group the duties that are similar in nature or function and describe the grouping by a phrase heading
 - e.g., maintain records; supervise staff; develop training programs; input data etc.
- Point form is acceptable

HINT: *You should have 3-6 major accountabilities. If you have more, re-analyze the accountabilities for areas of overlap. If you have less, consider breaking things out.*

Completing the Job Profile - Specific Accountabilities

- They relate **specifically to the job** in question and not to the supervisor's job or to the organization as a whole
- Select action verbs that describe the action taken, e.g., writes, directs, instructs, trains, inputs
 - Do not use the past tense; use active tense – it will make your statements clearer and likely shorter
- Do not use vague terms, i.e., responsible for; assists; handles; some; considerable
- Do not use acronyms
- Do not include accountabilities that are expected of all jobs, e.g., "representing the mission/vision/value" of the organization
 - Job evaluation focuses on differences among jobs
- Describe your position as it exists today
 - If jobs change in the future, there will be a maintenance process established to handle these issues

Guiding Principles

- Remember to document the job, not the incumbent – this is not an appraisal of the job holder’s performance.
- Do not include very minor items. Think in terms of “For the most part ...”
- Do not use vague generalities. Use clear and concise language. If a statement does not add to the reader’s knowledge of the job, then either leave it out or change it or add a short example.
- Do not include personal judgments or conclusions. Do not say, “the incumbent needs a good knowledge of accounting”.
- Give the facts which will allow the reader to draw their own conclusion.
- Do not try to overwhelm the reader with jargon or fancy language; rather the use of simple language is typically best.
- Do not write a long list of duties/activities. Take a broader approach and focus on end results.

Completing the Job Profile

Required Education, Registration, Knowledge, Skill & Training

- Describe the knowledge/skill that best describes the overall knowledge or skill required to perform your job, however acquired, i.e.,
 - Completion of formal programs / areas of study
 - Specify area(s) of study
 - Required registration, certification and or membership
 - Specify type and whether it is required or preferred
 - Specialized skills or training
 - Describe the responsibilities related to the skills, training or knowledge
 - Required computerized skills
 - Required work experience
 - Consider the length of time to adequately learn the skills and techniques to perform the full range of accountabilities and specify the type of work experience
- Consider the minimum requirement to perform the job competently – not your personal educational credentials

Completing the Job Profile

Working Relationships

- Describe the working relationships required in your job including:
 - Titles of jobs that report directly to your job, if applicable
 - Titles of jobs that report indirectly to your job, i.e., through a subordinate supervisor, if applicable
 - Other titles/groups that received functional guidance or advice of a specialized nature from your job
 - Describe the type of guidance / advice provided
- Indicate the typical types of interactions that are required in your job & with whom, i.e., group or titles, the interaction occurs and **describe the purpose or nature**
- Interactions could be
 - Internal and/or external
 - Written and/or verbal
 - Supervisory or non-supervisory
- Consider the degree of human relations/communication skills needed in the interaction
 - explaining, influencing, supporting, motivating etc.

Completing the Job Profile

Problem Solving / Challenges

- Consider typical issues/challenges – don't consider rare or one time instances
- Describe the types of guidance available to assist your problem solving in the form of procedures, practices, goals, policies etc.
- Describe the typical most difficult or challenging situations encountered in your job and describe how they are resolved

Completing the Job Profile

Impact of Recommendations / Decisions & Actions Taken

- Describe your job's impact on the results to the organization, i.e.,
 - Provision of support or assistance to others in collection or processing of data or information
 - Interpreting, advising or providing other supporting services for use by others in achieving results
 - Controlling resources that produce the results
- Provide examples of recommendations/decisions that you are authorized to make without reference to your supervisor
- Provide examples of recommendations/decisions for which you are required to obtain approval from supervisors/others

Completing the Job Profile

Dimensions:

- If your position has ongoing supervisory responsibility, indicate in full-time equivalency:
 - # of positions that report directly to your position
 - # of positions that report indirectly through supervisory positions
- Financial responsibility – if applicable:
 - Indicate the annual revenue generation amount
 - The annual operating budget responsibility
 - Other quantitative information

Completing the Job Profile

Physical Demands

- Physical activities that may vary in intensity, duration and frequency that produce physical fatigue, e.g., lifting, pulling, pushing, walking etc.
- Indicate the statement (A, B, C or D) that best describes the physical demands of your position

Physical Environment

- Your job's typical working environment
 - e.g. exposure to disagreeable, unpleasant or hazardous conditions – toxic fumes, loud noise, temperature extremes, hazardous equipment or substances etc.
- Do not consider unpleasant conditions that can be easily corrected, e.g. poor lighting
- Do not consider individual intolerances
- Indicate the statement (A, B, C or D) that best describes the physical environment of your position

Completing the Job Profile

Sensory Attention

- Activities that require concentrated effort in performing your activities with any one or combination of the five senses
 - Reading, observing, focused listening, touching, tasting, smelling
- Intensity of concentration may be affected by subtlety of the sensory information to be discerned and by the amount/nature of distractions
 - analyzing, inspecting, proof reading, technical troubleshooting etc.
- Indicate the statement (A, B, C or D) that best describes the sensory attention demands of your position

Pressures

- Varying degrees of factors inherent in the work processes/environment that increase the risk of tension in the job
 - Disruptions in lifestyle caused by work schedules/travel requirements, isolation, exposure to emotionally disturbing experiences
- Indicate the statement (A, B, C or D) that best describes the work pressures in your position

Completing the Job Profile

Additional Information?

- Describe any additional relevant information pertaining to your job's responsibilities that has not been covered by this job profile

Manager's Comments

- Following review of the job profile, the manager may make additional comments in this section
- Any major discrepancies in job content should be discussed

Typical Employee Questions/Concerns

- What if I miss something?
 - Employees will be reviewing and signing off on their job profiles with their supervisor to ensure everything is captured
- Does a longer description = better job description?
 - It is not the length that makes job descriptions/profiles useful, but the quality of its content
 - The longer the description, the more difficult it is to distinguish between core and non-core elements
- Am I being judged on how will this is completed? Does writing style matter?
 - This isn't a test but rather a tool to gather insight into the contribution of the job to the organization
- Does a better written job description end up with a higher job evaluation value?
 - Job evaluation is based on job content, not how well the responsibilities have been written
 - It is a support tool for the process

Manager's Role in Reviewing Job Profile

Carefully review the profile, keeping in mind the following:

- Staff have been requested to complete the profile because they have the most in-depth understanding of the position; they are providing their opinions
 - most will provide an honest description, however some may inflate their responsibilities while others may under describe their level of responsibilities
- Staff are responding to the questions based on their understanding of what is being asked
- The profile gathers information on job content - individual performance should not be considered
- Watch for verbs used to describe their responsibilities
 - The verb should adequately describe their level of responsibility
 - Vague terms such as handles, manages, prepares, responsible for etc. should be avoided

Manager's Role in Reviewing Job Profile

- Identify any major discrepancies
 - Unreported duties
 - Duties which you were unaware being done
 - Unclear or inappropriate examples
- Do not change any responses on the profile unless mutually agreed to
- If an employee clearly understates their level of responsibility, indicate that you believe some activities may have been omitted and help them to describe
- If an employee clearly inflates their level of responsibility, discuss the specific areas of concern with a view to coming to a mutual understanding
- If you do not agree with a response(s), or you 'agree to disagree', provide information in the section provided

Completion and Submission Dates

- Employees submit completed Job Profile by : April 10th
- Managers review completed Profile and submit to HR by : April 24th
- The Job Profile and this presentation can be downloaded from:

<http://hr.lakeheadu.ca/wp/?pg=220>

Questions?

