

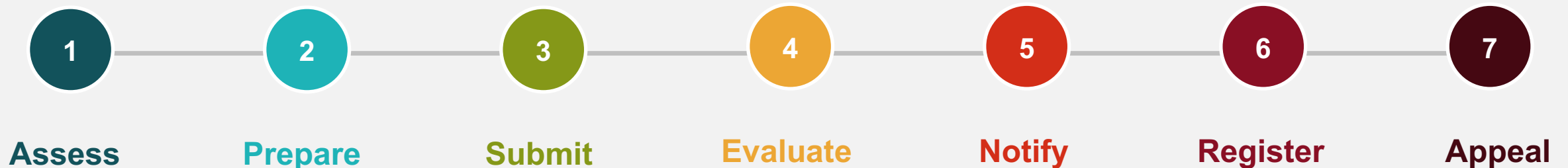
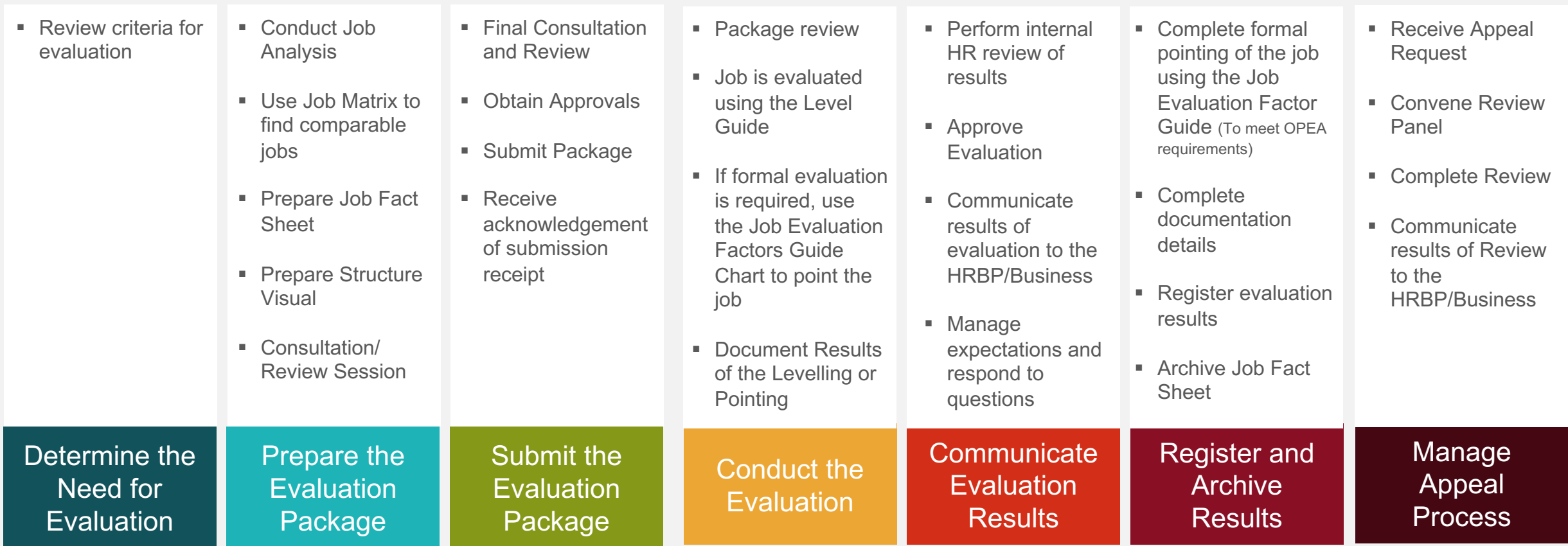
FT Admin Job Evaluation Process

Thursday, September 5, 2024

Objectives of Job Evaluation

- To establish a systematic structure of jobs based on their worth to the organization.
- To ensure equity in pay for jobs of similar skill, effort, responsibility and working conditions by using a system that consistently and accurately assesses differences in relative value among jobs.
- To establish a framework to determine the grade levels and the consequent salary range for new jobs or jobs which have evolved and changed.
- Adhere to the compliance requirements of the Ontario Pay Equity Act.
- To ensure the fair and equitable compensation of employees in relation to their duties.

Job Evaluation Process





Step 1

Assess

Determine the Need for Evaluation

Objective/s

- To determine whether a job is a candidate for job evaluation

Actions

1. Through a consultation process between the department manager and the HRBP (or OD specialist), both will review the **Criteria for Job Evaluation** and make a determination of whether the job is a candidate for job evaluation.
2. If the job does not meet the criteria for job evaluation, no further steps will be taken.
3. If the job meets any of the criteria, the HRBP will advise the department manager to prepare the evaluation package.

Parties Involved

- Department Manager
- HRBP

Tools

1. Criteria for Job Evaluation

* The OD specialist may be involved if supporting the manager with an organizational design exercise

Job evaluations should occur when:

1. The job is a new role in the organization.
2. The job is an existing position being vacated by an employee, and has not been reviewed in the last 3 - 4 years.
3. The job is an existing position being vacated by an employee and is being repurposed with different responsibilities.
4. The job is an existing position assigned to a current employee and job responsibilities have significantly changed from those currently documented. Typical changes would include: changes in supervision/direct reports; new functions/functional area; and changes in level of responsibility.
5. Any job changes that account for 33.3% or more changes to the existing job description.

Job evaluations should not occur when:

1. The job has been evaluated in the past year.
2. The job has not significantly or substantially changed on a sustained basis, for example:
 - The job now uses different tools to handle the same responsibilities, e.g. a new technology is implemented to handle manual processes or updates have been made to existing technology.
 - The volume of work has increased but the purpose and complexity of the work remains the same, e.g. a position may serve 200 students whereas previously it served 100 students.
 - Similar responsibilities have been added or the time spent on existing duties are reallocated.



Step 2

Prepare

Prepare the Evaluation Package

Objective/s

- To analyze the job and collect job data.
- To prepare the JFS/JD that describes the job.
- To produce the evaluation package.
- To align the job within its job family.

Actions

1. The department manager conducts the **Job Analysis** activity.
2. The HRBP consults with the department manager, using the **Job Matrix** for find comparable jobs within the associated job family.
3. The department manager uses these 'comparables' as input in developing the **Job Fact Sheet** document. To develop the JFS, the department manager uses the **Guide for Job Fact Sheet (JFS) Development**.
4. The department manager reviews the organization chart on HRMS, first to ensure that that current chart is correct, then, to identify the changes that must occur.
5. The department manager produces a visual representation of the new or revised organization chart, clearly highlighting where the job being submitted for evaluation is located on the chart. The manager may also take the opportunity to correct any errors on the existing organization chart.
6. The department manager may complete the optional "**Justification and Context Summary**" document providing any important explanations, position of the job or details that the manager feels is necessary to support the evaluation pointing/levelling.
7. The department manager forwards the evaluation package, containing: (i) the JFS, (ii) the visual representation of the organization chart, and (iii) the optional justification/context document to the HRBP for review.
8. The HRBP reviews the package and provides feedback on any changes required.

Parties Involved

- Department Manager
- Any person who can provide content to aid the development of the JFS
- HRBP

Tools

1. Job Analysis Purpose and Methodology
2. Job Matrix (separate document, not included in this process guide)
3. Guide for Job Fact Sheet (JFS) Development (separate document, not included in this process guide)
4. Job Fact Sheet Form (separate document, not included in this process guide)
5. Justification and Context Summary Form (separate document, not included in this process guide)

Job Analysis is:

Job analysis, is a detailed study or examination of a job in order to understand more about it. Through the process, information on the duties and responsibilities, nature, qualifications, skills and knowledge required to perform the job, and other contextual and environmental aspects that impact the job are described.

The intention behind Job Analysis is to answer questions such as:

- What is the purpose of the job – why does it exist?
- What must the job do – key accountabilities?
- What qualifications and experience are required to perform the job?
- What is the relationship of the job to others within the department?
- What decisions and authority does the job have?
- What relationships does the job have?
- What are the conditions under which the job performs?

Job Analysis Methodology:

COLLECT JOB DATA

Sources:

- Employee
- Supervisor
- Research
- Comparable jobs

Methods of Collecting Data

- Interviews
- Questionnaires
- Observation
- Records
- Research

JOB DATA

- Tasks
- Complexity of Thinking and Acting
- Knowledge Required
- Skills Required
- Experience Needed
- Job Context
- Relationships
- Decision Making Authority
- Managerial or Leadership Authority
- Equipment Used

DESCRIPTION OF THE JOB

- Purpose
- Duties
- Responsibilities

Job Fact Sheet

JOB SPECIFICATIONS

- Complexity of Thinking and Acting
- Knowledge Required
- Skills Required
- Experience Needed
- Job Context
- Relationships
- Decision Making Authority
- Managerial or Leadership Authority
- Equipment Used

Conducting the Job Analysis Process:

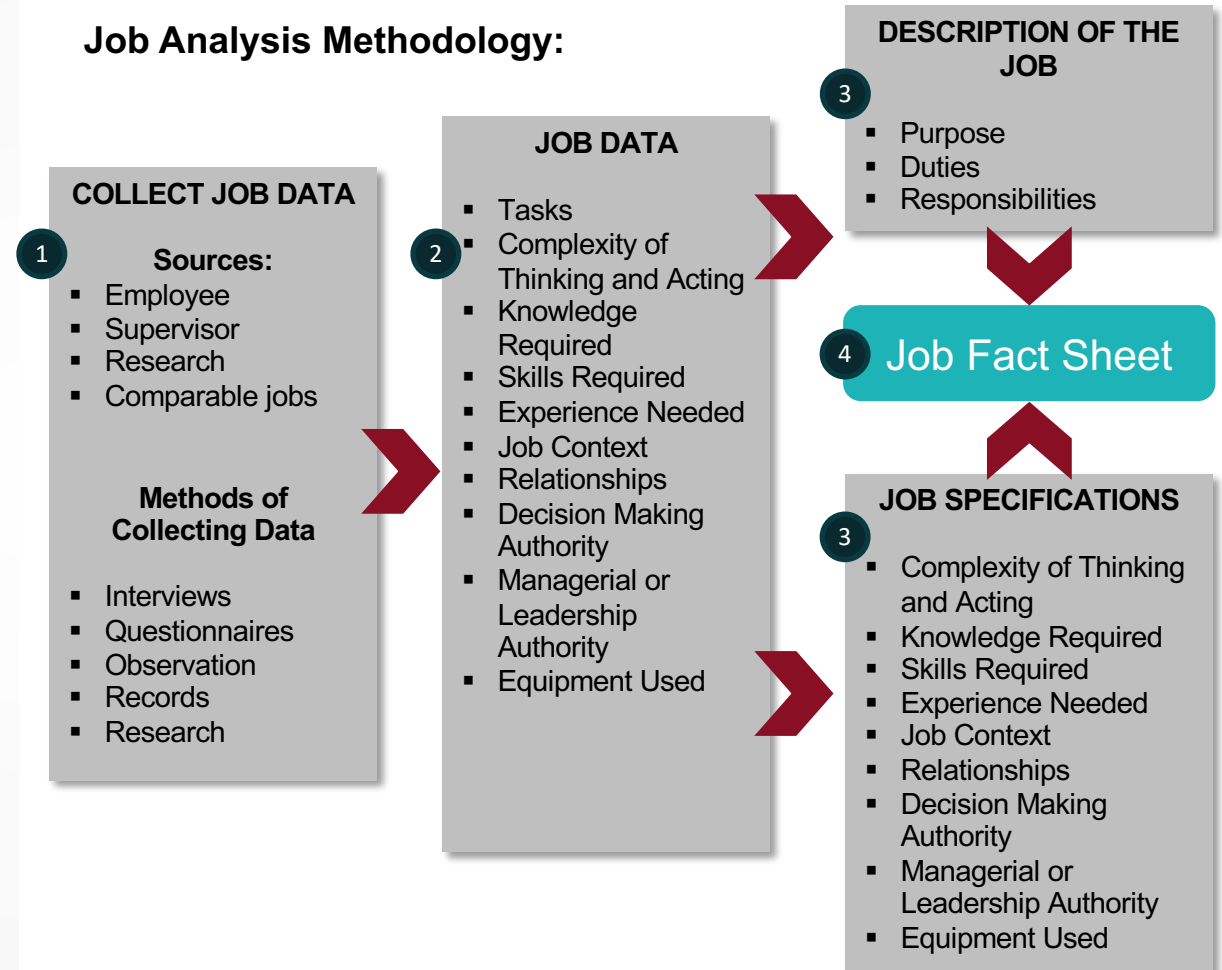
Step 1: Collect job related data from various sources – the employee, supervisor, conduct research or use comparable jobs. Various methods of data collection may be used which would include interviews, questionnaires, observing the job being done and recording what occurs, reviewing historic records and research.

Step 2: Collect job data that includes all the elements described in step #1.

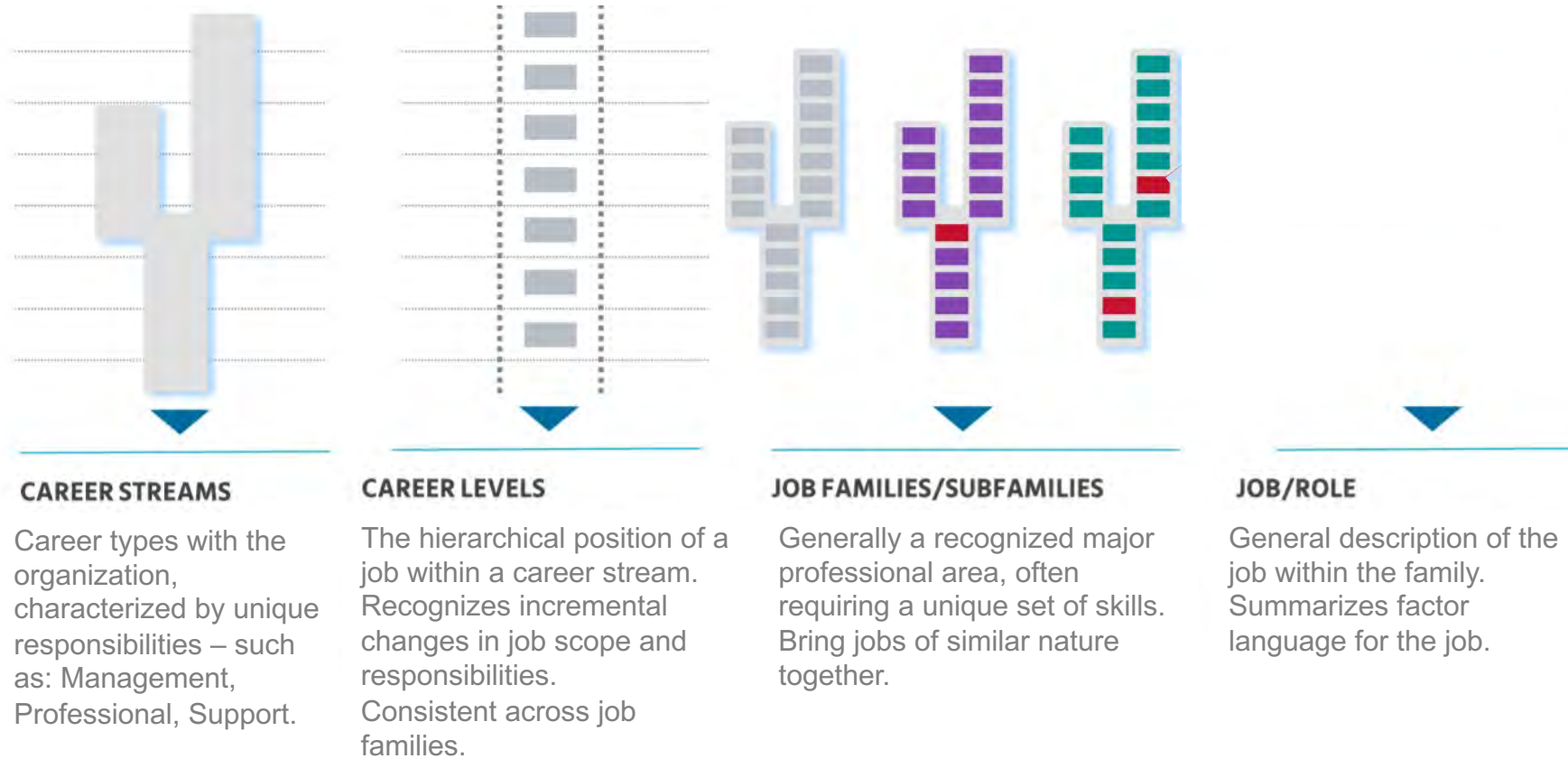
Step 3: Begin to formulate a broad description or specification for the job. Step 3 is not necessarily producing a document, it is starting to group the data that has been collected into the ordered headings.

Step 4: Begin to formulate the Job Fact Sheet (JFS) into the categories laid out in questionnaire. Writing and language style may be drawn from the samples or comparables.

Job Analysis Methodology:



The Job Matrix is a tool that is used to align a job within an existing Career Framework



The intention behind the Job Matrix is to:

- Provide a source for aligning a job within a Career Framework
- Provide comparable jobs which can be used to better understand and describe a new/revised job
- Assist in the development of the JFS by providing appropriate language and other descriptors
- Show how jobs progress within a family

In the “Prepare” Stage, the Job Matrix is used to:

- Provide comparable jobs which can be used to better understand and describe a new/revised job
- Assist in the development of the JFS by providing appropriate language and other descriptors

Job Matrix – An Overview

The Job Matrix is used by the HRBP to assist department manager with step #2 – finding comparable jobs within the organization.

Job Matrix – Usefulness for Each User Group

Tool	Departmental Manager	Value to HRBP	Value to Evaluator
The Job Matrix is a grid that displays all current evaluated jobs at Humber by their evaluated grade (1 through 10), and their job family and sub-families.	<ul style="list-style-type: none"> ▪ Have a clear picture of jobs within their families ▪ Facilitates coaching and a discussion with employees on career progression ▪ Provides comparables to better understand the association of the job they have to other jobs across the organization, by focusing less on the title and more on the nature of work that occurs at that level 	HRBP: <ul style="list-style-type: none"> ▪ Understand where jobs land on the framework without having deep job specialist knowledge themselves. ▪ Provide better coaching and support to managers and to work with their client group to define a job and build a JFS ▪ Highlights comparables ▪ Show how jobs progress within a family ▪ Help the business understand the level of work as it actually is for a level. 	<ul style="list-style-type: none"> ▪ Appropriateness of levelling compared to other jobs within the family – vertically ▪ Appropriateness of levelling when compared to other jobs at the same level across other families – horizontally ▪ Ability to slot jobs, adjusting up or down based on a common career level alignment.

The Job Matrix – Uses By Role

Prepare the Evaluation Package

A Typical Job Data Captures:

1. Job Information
2. Job Purpose
3. Job Duties
4. Education & Formal Training
5. Experience
6. Problem Solving
7. Judgement
8. Freedom to Act
9. Impact
10. Communications
11. People Leadership
12. Functional/Technical Leadership
13. Physical/Sensory Effort
14. Working Environment

Job Description

Online JFS

- Sign Off
- Validation Confirmation



JOB DESCRIPTION
FOR FULL-TIME ADMINISTRATION NON-BARGAINING UNIT POSITIONS

Job Information

Date Submitted: _____
 Job Title: _____
 Immediate Supervisor Title: _____
 Location / Campus: _____
 Completed By: _____
 Endorsed By (HRBP): _____
 Department: _____
 Reason (New or Revised?): _____
 Date Evaluated: _____
 Job Level: _____

Role Purpose

Job Functions: Essential + Marginal = 100%

Essential Job Functions

#	Exempt or Non-Exempt	% of Time
1.	E	
2.		
3.		
4.		
5.		
6.		
7.		

Marginal Job Functions

Other incidental duties as assigned: _____ % of Time
 5%

Qualifications

Education/Experience

Education Level Field of Study With Years of Experience

And ☐ Or ☐

Licenses and Certifications

Enter Licenses/Certifications Lic/Certification Details

Required Skills

- Proven expertise in usage of MS Office Suite, especially Excel and management tools
- Excellent written and verbal communication skills and interpersonal management skills
- Excellent ability to read, comprehend, write, and speak English
- Strict attention to detail
- Ability to interact professionally with all organizational levels
- Ability to manage competing priorities in a fast-paced environment
- Must be able to work in a team environment, including immediate or group, and take direction from other team members from other
- Adhere to all Collective Agreements, Terms and Conditions of Employment policies/practices, and government regulations college wide requirements

Prepare the Evaluation Package

Online Job Fact Sheet

The Job Fact Sheet (JFS) Form, or Questionnaire, is a document that is completed by the department manager in consultation or with guidance from the HRBP.

The department manager will use the comparable jobs provided by the HRBP to understand where potentially the job will fall vertically within its family and also within the associated jobs across other families.

By so doing, the department manager gets a better understanding of what may be a potential title for the job.

The JFS mirrors the factors of the JE Factor Guide and requires department managers to succinctly summarize the content for these factors.

Online Job Fact Sheet - <https://forms.office.com/r/EjuEfMKitU>





Step 3
Submit

Submit the Evaluation Package

Objective/s

- To provide an opportunity for final review and edits prior to submission
- To transfer the documents from the department manager to the evaluator/s

Actions

1. The department manager meets with key stakeholders within the department/division to review the **Evaluation Package** (if required).
2. The department manager meets with the HRBP for one final review of the **Evaluation Package** prior to submission.
3. The department manager receives approval from their reporting manager/divisional executive to submit the **Evaluation Package**.
4. The department manager dispatches the **Evaluation Package** and email attachments or email approval thread to the HRBP, who will complete Endorsed by section of the **Job Description**.
5. The HRBP will then forward the evaluation package to the evaluator/s.
6. The evaluator/s will dispatch and acknowledgement of receipt of the package to the HRBP and department manager.

Parties Involved

- Department Manager
- Divisional Executive
- Any person who should review the JFS
- HRBP
- Evaluator/s

Tools

1. Evaluation Package – contains the Job description template, a visual of the organizational chart, and the Justification and Context Summary Sheet
2. Job Fact Sheet Form
3. Justification and Context Summary Form

Job Evaluation Process - Submit

Submit the Evaluation Package

Contents of the Job Evaluation Package

Once completed, the job evaluation package includes the following:



JE Package contains:



A completed Job description & online JFS questionnaire



A revised Department/Faculty Organization Chart showing the new/revised position and **JE Checklist**



A Justification and Context Summary document

The Full Job Evaluation Package



Step 5

Notify

Communicate Evaluation Results

Objective/s

- To share the results of the evaluation.
- To address concerns.

Actions

1. The evaluator will obtain the internal HR review of the evaluation results.
2. The evaluator will receive the HR manager approval of the evaluation results through a formal approval and sign off on the **Evaluation Summary Sheet**.
3. The evaluator will dispatch a copy of the signed **Evaluation Summary Sheet** to the HRBP.
4. The HRBP will review the results of the evaluation and will forward a copy of the **Evaluation Summary Sheet** with a cover memo to the department manager.
5. The evaluator and the HRBP will address any questions and concerns coming from the department manager or divisional executive.

Parties Involved

- Evaluator/s
- HRBP
- HR Manager (Comp)

Tools

1. Evaluation Summary Sheet (separate document, not included in this process guide)

Job Evaluation Summary Sheet

HUMBER					
JOB EVALUATION SUMMARY FOR FULL-TIME ADMINISTRATION NON-BARGAINING UNIT POSITIONS					
JOB INFORMATION:					
Evaluated Position Title: <small>Click or tap here to enter text.</small>		Evaluated Band: <small>Click or tap here to enter text.</small>			
Assigned Job Code: <small>Click or tap here to enter text.</small>		Complement Number: <small>Click or tap here to enter text.</small>			
Department: <small>Click or tap here to enter text.</small>		Division: <small>Click or tap here to enter text.</small>			
Location/Campus: <small>Click or tap here to enter text.</small>		Immediate Supervisor Job Title: <small>Click or tap here to enter text.</small>			
Job Family/ Sub-Family: <small>Click or tap here to enter text.</small>		Immediate Supervisor Name: <small>Click or tap here to enter text.</small>			
New Evaluation:	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Re-evaluation Based on an Appeal:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
The Following is a high-level summary describing the evaluation results: <small>Click or tap here to enter text.</small>					
<small>Click or tap here to enter a date.</small>		<small>Click or tap here to enter a date.</small>		<small>Click or tap here to enter a date.</small>	
Date Submitted: (DD/MM/YYYY)		Date Evaluated: (DD/MM/YYYY)		Date Reviewed: (DD/MM/YYYY)	
<small>Click or tap here to enter text.</small>		<small>Click or tap here to enter text.</small>			
HR Manager Name (Print)		HR Manager Signature			
THIS DOCUMENT IS AVAILABLE IN ALTERNATE FORMATS UPON REQUEST.					
Oct. 2020					

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Memo Template

HUMBER	
Humber Institute of Technology & Advanced Learning NORTH CAMPUS 206 Humber College Blvd. Toronto, ON M9W 5L7 humber.ca Human Resources and Organizational Effectiveness	
MEMO	
Date:	21 October, 2020
To:	AVP Enrollment Management & Registrar
From:	Human Resources and Organizational Effectiveness Division
Copied:	
Re:	Job Evaluation Results for Manager Student Systems in the Office of the Registrar
This memo confirms the results of the recent job evaluation for the position of Manager Student Systems in the Office of the Registrar. The attached Job Evaluation Summary Sheet, provides an overview of the evaluation results for your reference.	
The evaluation process objectively determines the relative value of jobs within an organization. It involves a systematic study and analysis of job duties and requirements based on a number of compensable factors, comparable pay for jobs of the same or similar value and market competitiveness to ensure internal and external equity and compliance.	
If you have any questions or concerns, please contact (Name HRBP) at e-mail@humber.ca who will reach out to you to arrange a meeting time.	
If after review of the evaluation results you would like to appeal the results, please see the attached overview document and Appeal Form. We encourage you to discuss an appeal action with the HRBP for your client area, before taking action.	
Kind regards.	
HRBP	

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Job Evaluation Appeal Request Form

HUMBER	
JOB EVALUATION APPEAL REQUEST FORM FOR FULL-TIME ADMINISTRATION NON-BARGAINING UNIT POSITIONS	
APPEAL FOR - JOB INFORMATION:	
Evaluated Position Title:	Evaluated Band:
Assigned Job Code:	Complement Number:
Department:	Division:
Location/Campus:	Job Family/ Sub-Family:
Immediate Supervisor Job Title:	Immediate Supervisor Name:
Divisional Leader Job Title:	Divisional Leader Name:
Date Evaluated: (DD/MM/YYYY)	HR Manager Name Shown on Evaluation Summary Sheet:
Provide your reasons for requesting an appeal:	
<div></div>	
Date of Appeal Submission: (DD/MM/YYYY)	Date of Appeal Receipt by HROE: (DD/MM/YYYY)
<div></div>	
Submitting Manager Name (Print)	Submitting Manager Signature
<div></div>	
HR Manager Name (Print)	HR Manager Signature

3

Steps in the Appeal Process

HUMBER	
STEPS IN THE APPEAL PROCESS	
ACTIONS THE DEPARTMENT MANAGER WILL TAKE 1. The department manager or divisional executive will complete the Evaluation Appeal Request Form in instances where they perceive that the evaluation results were wrong. 2. The department manager or divisional executive will dispatch the Evaluation Appeal Request Form to their respective HRBP.	
ACTIONS HROE WILL TAKE 1. The HRBP will review the form and discuss with the department manager and/or divisional executive of their concerns, in order to get a better understanding of the issue. 2. The HRBP will forward the Evaluation Appeal Request Form to the evaluator/s and provide any additional briefing required to assist the evaluator/s in understanding the concerns. 3. The evaluator/s will convene an HR Review Committee and will share all documents relating to the evaluation. 4. The HR Review Committee will review all the relevant documents and will formally evaluate the job using the Job Factors Guide. 5. The evaluator will then prepare a new Evaluation Summary Sheet - describing the results of the evaluation from the Appeal. 6. The evaluator will receive the HR manager's approval of the evaluation results through a formal approval and sign off on the new Evaluation Summary Sheet. 7. The evaluator will dispatch a copy of the new signed Evaluation Summary Sheet to the HRBP. 8. The HRBP will review the results of the new evaluation and will forward a copy of the Evaluation Summary Sheet with a cover memo to the department manager. 9. The evaluator and the HRBP will address any questions and concerns received from the department manager or divisional executive.	
ACTIONS THE DEPARTMENT MANAGER WILL TAKE 1. If the department manager or divisional executive are still dissatisfied with the results of the evaluation, they can request an Executive Review.	
ACTIONS THE HROE WILL TAKE 1. The HRBP will inform the evaluator/s of the request for the Executive Review. 2. The evaluator will prepare the review package containing the Job Fact Sheet, the Justification and Context Summary, the Organizational Chart, and the formal Evaluation Ratings, which will be sent to the Vice President, Human Resources and Organizational Effectiveness. 3. The VPHROE will arrange a meeting with the divisional executive to review the evaluation results and will make a determination of any changes to the ratings, and will inform the evaluator/s of the decision. 4. The evaluator will then prepare a new Evaluation Summary Sheet - describing the results of the evaluation from the Executive Review - Appeal. 5. The evaluator will receive the HR manager's approval of the evaluation results through a formal approval and sign off on the new Evaluation Summary Sheet. 6. The evaluator will dispatch a copy of the new signed Evaluation Summary Sheet to the HRBP. 7. The HRBP will review the results of the new evaluation and will forward a copy of the Evaluation Summary Sheet with a cover memo to the department manager.	
If you have any further questions, please contact the HR Support Center • Call ext. 5001 from a Humber phone line or dial 416-675-5001 • Email us at oe@humber.ca • Submit an e-form at humber.ca/hrinquiry • Chat with us at humber.ca/hrchat	

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Job Evaluation Process

<ul style="list-style-type: none"> Review criteria for evaluation 	<ul style="list-style-type: none"> Conduct Job Analysis Use Job Matrix to find comparable jobs Prepare Job Fact Sheet Prepare Structure Visual Consultation/ Review Session 	<ul style="list-style-type: none"> Final Consultation and Review Obtain Approvals Submit Package Receive acknowledgement of submission receipt 	<ul style="list-style-type: none"> Package review Job is evaluated using the Level Guide If formal evaluation is required, use the Job Evaluation Factors Guide Chart to point the job Document Results of the Levelling or Pointing 	<ul style="list-style-type: none"> Perform internal HR review of results Approve Evaluation Communicate results of evaluation to the HRBP/Business Manage expectations and respond to questions 	<ul style="list-style-type: none"> Complete formal pointing of the job using the Job Evaluation Factor Guide (To meet OPEA requirements) Complete documentation details Register evaluation results Archive Job Fact Sheet 	<ul style="list-style-type: none"> Receive Appeal Request Convene Review Panel Complete Review Communicate results of Review to the HRBP/Business
Determine the Need for Evaluation	Prepare the Evaluation Package	Submit the Evaluation Package	Conduct the Evaluation	Communicate Evaluation Results	Register and Archive Results	Manage Appeal Process

1

2

3

4

5

6

7

Assess

Prepare

Submit

Evaluate

Notify

Register

Appeal

HRBP Support

- Support Managers with questions on the process (phone, teams and emails)
- Be available to support in the drop in-sessions
- Educate managers how the new wage grid will impact their employees so that their employees are supported with this change
- If a manager identifies an issue/error in the admin wage grid letters, please verify and if required escalate to the Comp team
- Push back/influence leaders on the purpose of Job Evaluation
- Consult, complete, obtain approvals and submit the required forms and documents for review





RESOURCES

Resources

[Mclean's & Company: Elevate HR Credibility and Influence](#)

LEARN Courses:

[HR as a Strategic Business Partner](#)

[Taking Charge of Leadership Conversations](#)

A woman with curly hair, wearing a blue blazer, stands in the center of a modern office, holding a bouquet of colorful flowers. She is smiling and looking towards the right. In the background, several other people are visible: some are seated at a table with laptops, and others are standing and clapping. The office has large windows, indoor plants, and a contemporary design. The entire image is overlaid with a dark blue semi-transparent filter.

Thank You
