



Humber College Job Evaluation Process

for Administrative Jobs



Dated: October 2020

About This Process Guide



How to Use This Guide

This guide is intended to be used to support training and a high level understanding of the process steps involved in Job Evaluation. The guide covers details on all steps, including roles performing the steps and tools to be used during each step. This guide does not contain the actual tools or templates, but draws reference to them. Tools and templates are available in the central folders used for Job Evaluation. To gain access to the tool and templates, contact the HROE Division.

Who Should Use This Guide

This guide is for use by the following groups:

- The Job Evaluation Team
- The Human Resources Business Partners
- The Organizational Effectiveness Department
- The Compensation and Benefits Team
- The HROE Division

What is Job Evaluation?

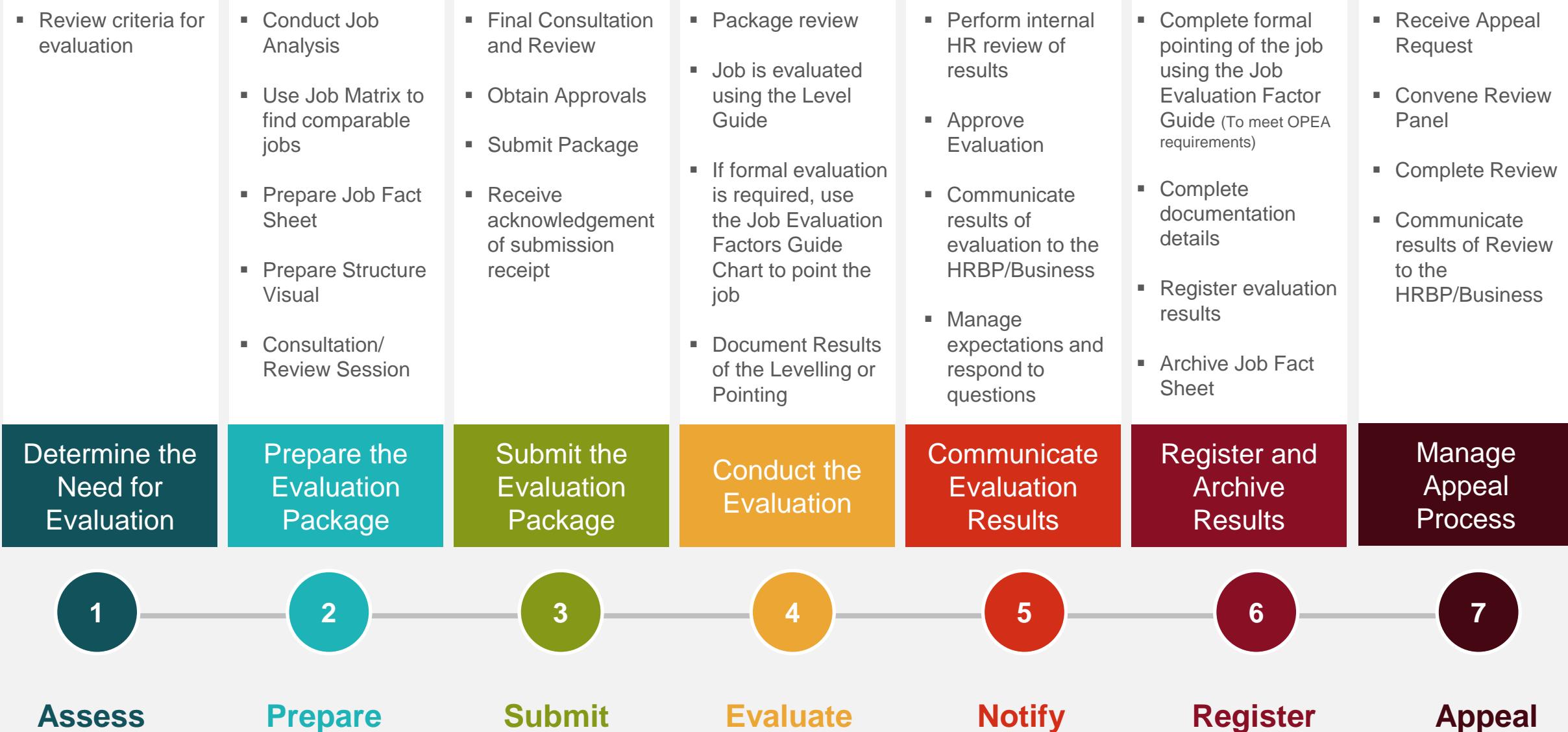
Job evaluation (JE) is a systematic process of objectively determining the relative worth of jobs within an organization. It involves a systematic review and analysis of job specific factors, known as compensable factors (what the organization pay for). The effectiveness of job evaluation is premised on:

- identifiable factors that are present in all jobs that vary by degree and magnitude
- The identifiable elements or factors can be measured or evaluated.

Objectives of Job Evaluation

- To establish a systematic structure of jobs based on their worth to the organization.
- To provide a pay rate structure that supports internal equity.
- To assist in setting pay rates that are comparable to those for similar jobs in other organizations in order to compete in the market place for best talent.
- To ensure the fair and equitable compensation of employees in relation to their duties.
- 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.
- To identify a ladder of progression for movement of employees upwards and across the organization.
- To comply with equal pay legislation and regulations determining pay differences according to job content.
- To develop a base for pay and performance.
- Adhere to the compliance requirements of the Ontario Pay Equity Act.

Job Evaluation Process





HUMBER

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 *(or OD specialist) will advise the department manager to prepare the evaluation package.

Parties Involved

- Department Manager
- HRBP and/or the OE resource with capability in organizational design

Tools

1. Criteria for Job Evaluation

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

Assess

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 20% 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.



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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 (or OD specialist), 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 (or OD specialist) for review.
8. The HRBP (and/or OD specialist) 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 and/or the OE resource with capability in organizational design

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:

COLLECT JOB DATA

1 Sources:

- Employee
- Supervisor
- Research
- Comparable jobs

Methods of Collecting Data

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- Observation
- Records
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JOB DATA

- Tasks
- Complexity of Thinking and Acting
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- Relationships
- Decision Making Authority
- Managerial or Leadership Authority
- Equipment Used

DESCRIPTION OF THE JOB

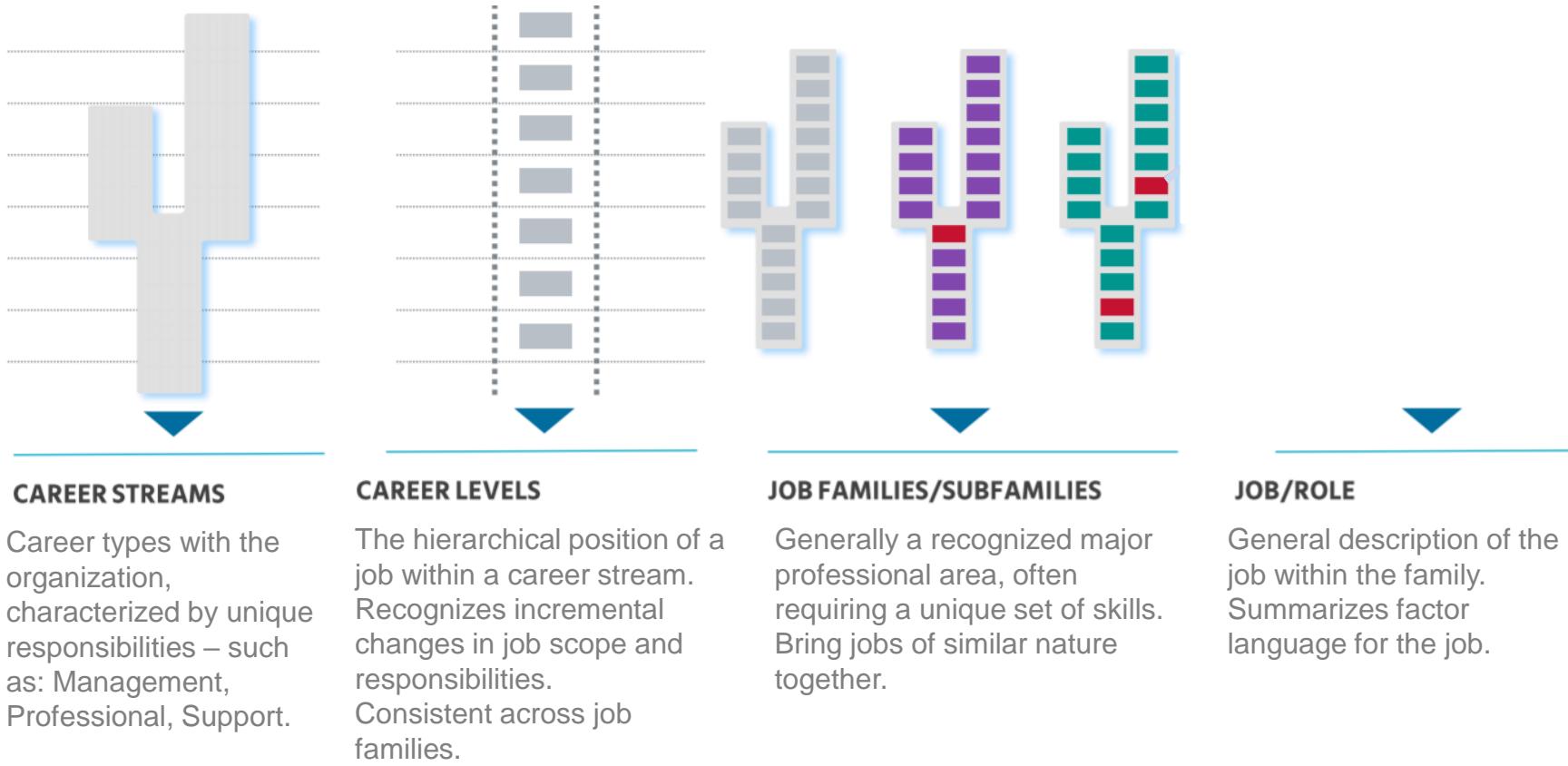
- 3 ▪ Purpose
- Duties
- Responsibilities

Job Fact Sheet

JOB SPECIFICATIONS

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

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



CAREER STREAMS

Career types with the organization, characterized by unique responsibilities – such as: Management, Professional, Support.

CAREER LEVELS

The hierarchical position of a job within a career stream. Recognizes incremental changes in job scope and responsibilities. Consistent across job families.

JOB FAMILIES/SUBFAMILIES

Generally a recognized major professional area, often requiring a unique set of skills. Bring jobs of similar nature together.

JOB/ROLE

General description of the job within the family. Summarizes factor language for the job.

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

Humber's Job Matrix is made up of:

Grade	Career Streams		
	Professional	Management	
10		M10	<p>Key Elements:</p> <ul style="list-style-type: none"> ■ 10 Career Levels ■ 2 Career Streams: Professional & Management ■ 12 Job Families ■ 16 Sub-families ■ Job Code: architecture based coding system that makes it easier to find comparable jobs and organized by the nature of work <div style="text-align: center; margin-top: 20px;"> ACD. 01. M4 <div style="margin-top: 10px;"> Job Family (3 digits Alpha) Job Sub-Family (2 digits Numeric) Career Stream (1 digit Alpha) Career Level (1/2 digits Numeric) </div> </div>
9		M9	
8		M8	
7	P7	M7	
6	P6	M6	
5	P5	M5	
4	P4	M4	
3	P3		
2	P2		
1	P1		

Prepare

All Parties – A high level view of Humber's Broad Job Families

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

ACD

REG

ADM

AFP

BUI

CSS



Academics,
Professional & Trades



Admissions &
Registrar



Administration &
Operational Support



Alumni, Fundraising &
Partnerships



Business Intelligence



Campus & Student
Services

01 – Academic Leadership
02 – Academics & Research
03 – Professional & Trades Development

FIN

HRM

ITS

IFM

PMP

PRC



Finance



Human Resources



Information
Technology



Infrastructure,
Facilities Management
& Maintenance



Project Management



Public Relations,
Marketing &
Communications

01 – HR Services
02 – HR Operations
03 – Centres of Expertise

01 – Security &
Infrastructure
02 – Applications & Services

01 – Capital Development
02 – Facilities

Families and Sub-Families

Family Code	Family	Sub-family Code	Sub Families	# Job Families: 12 # Job Sub-families: 16
ACD	Academic, Professional & Trades	01	Academic Leadership	
		02	Academics & Research	
		03	Professional & Trades Development	
REG	Admissions & Registrar	00		
ADM	Administration & Operational Support	00		
AFP	Alumni, Fundraising & Partnerships	00		
BUI	Business Intelligence	01	Data Analysis & Reporting	
		02	Institutional Planning and Analysis	
CSS	Campus & Student Services	01	Campus Services	
		02	Student Services	
IFM	Infrastructure, Facilities Management & Maintenance	01	Capital Development	
		02	Facilities	

Prepare

All Parties – The breakdown of Families and Sub-Families in Humber's Job Matrix

Families and Sub-Families

Job Families: 12
Job Sub-families: 16

Family Code	Family	Sub-family Code	Sub Families
FIN	Finance	01	Financial Planning and Analysis
		02	Financial Services and Reporting
HRM	Human Resources	01	HR Services
		02	HR Operations
		03	Centres of Expertise
ITS	Information Technology	01	IT Security & Infrastructure
		02	Applications and Services
PMP	Project Management	00	
PRC	Public Relations, Marketing & Communications	00	

Understanding the way Families and Sub-Families are organized helps in finding the comparable jobs and to better understand (i) the career ladder for jobs, and (ii) the relative alignment and relationship between jobs when displayed on the Job Matrix.

Grade	Career Levels		Academics, Professional & Trades			Administration & Operational Support
	Professional	Management	Academic Leadership	Academics & Research	Professional & Trades Development	
10		M10	Senior Dean (M10)			
9		M9	Dean, Indigenous Education and Engagement (M9) Dean, Education Training Solutions (M9) Dean of Students (M9)			
8		M8	Associate Dean (M8) Associate Dean, Liberal Studies (M8) Associate Dean Generic (M8) Program Head Generic (M8)		Director, Scholarship of Teaching and Learning (M8) Director, Continuing Education (M8) Director, CE & Corporate Training (M8) Director, Office of Experiential Learning (M8)	Associate Director, Purchasing (M8)
7	P7	M7			Director, Professional & Continuing Education (M7)	Director, Operations and Resource Management (M7)
6	P6	M6			Manager, Global Learning and Engagement (P6) Director, Centre of Innovation (P6)	Associate Director, Operations (M6)
5	P5	M5		Manager, Academic Upgrading (P5)		Business Manager (P5)
4	P4	M4	Assistant Program Head Generic (P3)	Program Development Consultant (P4)	Manager, ETS Testing Services (P4) Manager, Field Placement Resources (P4) Placement Manager (P4)	Executive Assistant, Generic (P4) Manager, Business Operations (P4) Manager, Operations Research (P4) Manager, Operations RECO (P4)
3	P3					Administrative Manager (P3) Manager, International Services (P3) Legal and Risk Management Specialist (P3)
2	P2					Office Manager (P2) Administrative Assistant - Executive Offices (Generic) (P2)
1	P1					Administrative Coordinator (P1) Administrative Assistant to the Senior Dean FSCS & Principal Lakeshore Campus (P1)

Use the Job Matrix to find comparable jobs – vertically within their respective Job Family/Sub-Family, and horizontally at the appropriate Career Level and Grade. These comparables can then be used to help align a new/revised job and to understand the potential position within the Job Bands or Grades.

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 	<p>HRBP:</p> <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

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.

A Typical JFS 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
- Sign Off
 - Validation Confirmation

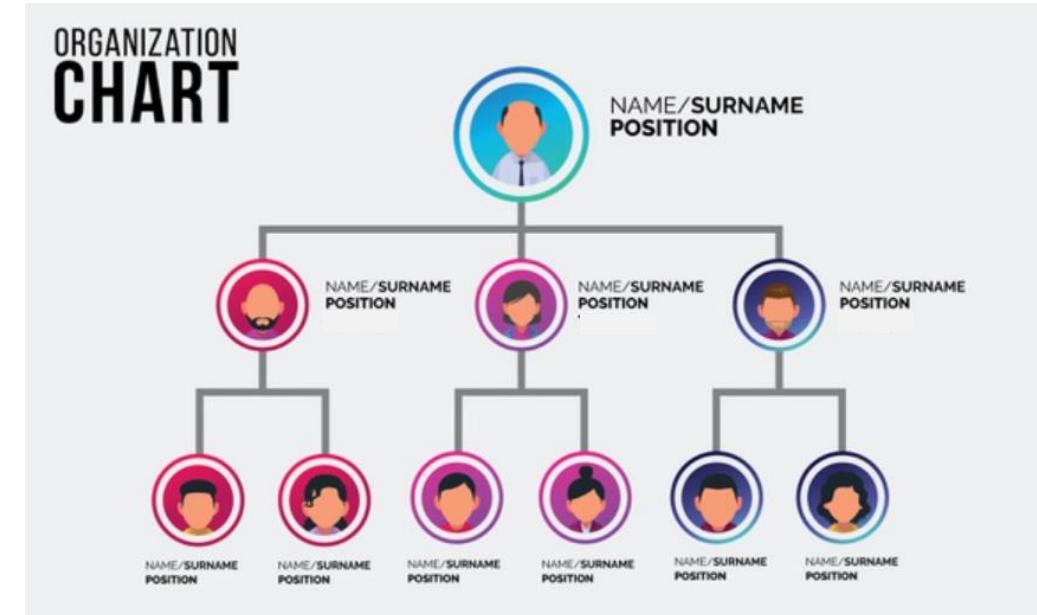
Positioning of the Job – The Organizational Chart

An organizational chart view is required when submitting a job for evaluation. This can be done using any business application such as Visio, Excel, PowerPoint or Word.

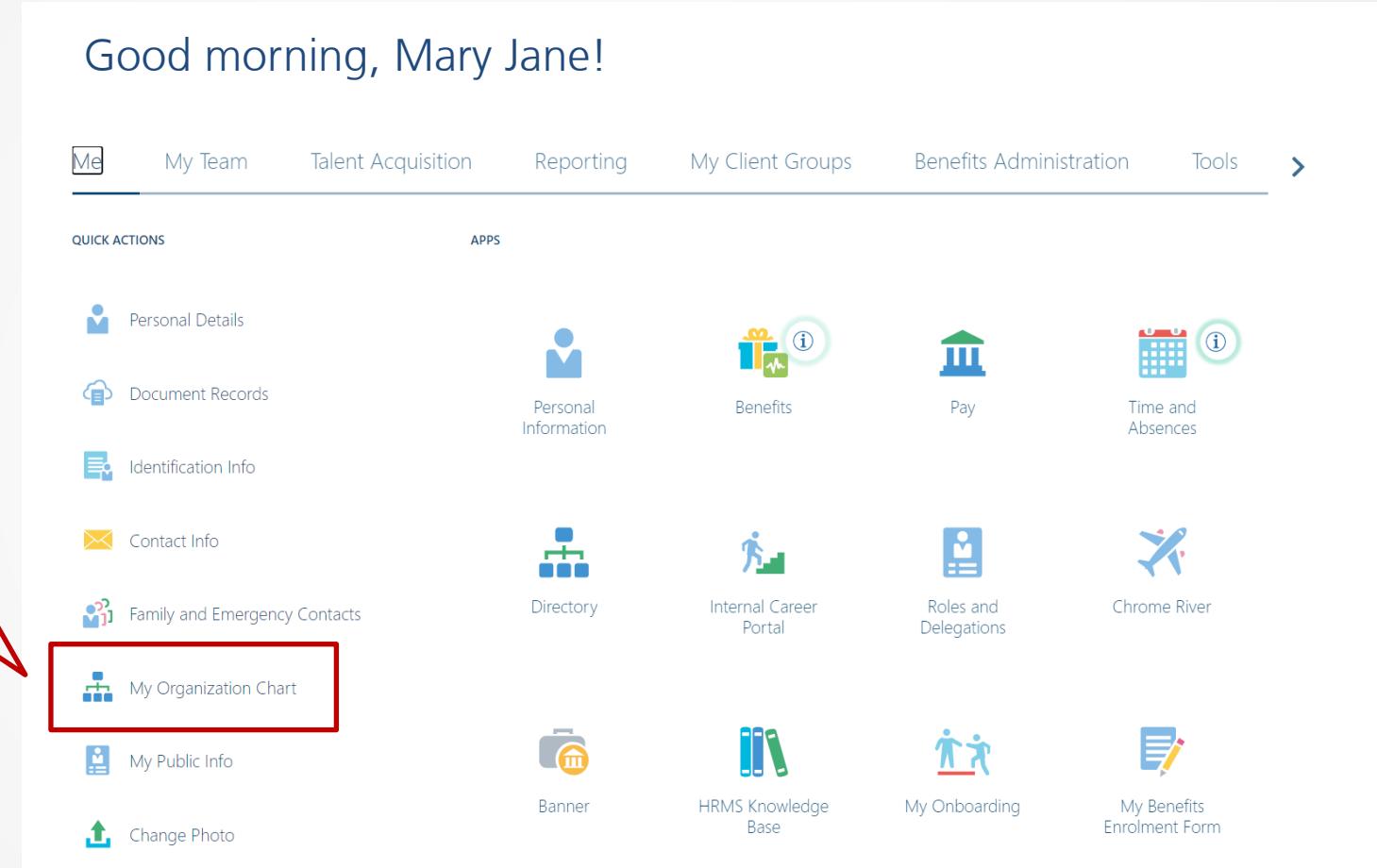
Department managers should review their organization on the HRMS and ensure that the organization chart currently available is accurate.

Corrections can be included with the evaluation package submission.

Steps for finding organization charts on HRMS are covered in the next slides.



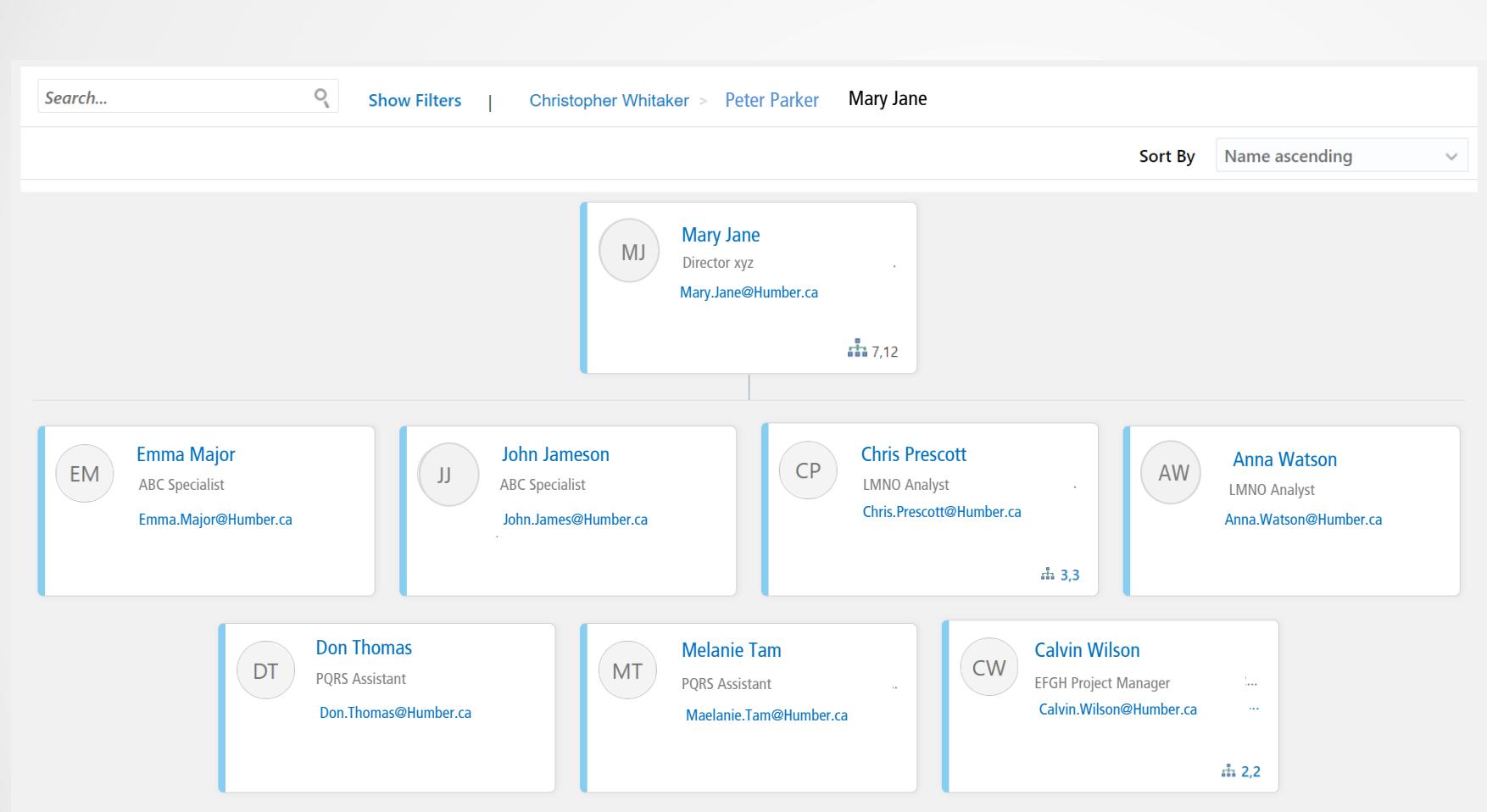
On the main springboard page, go to “My Organization Chart”



The screenshot shows the HRMS springboard interface. At the top, there is a greeting: "Good morning, Mary Jane!". Below the greeting is a navigation bar with tabs: Me (which is selected), My Team, Talent Acquisition, Reporting, My Client Groups, Benefits Administration, and Tools. A right-pointing arrow is located after the Tools tab. The main area is divided into two sections: "QUICK ACTIONS" and "APPS". The "QUICK ACTIONS" section contains links to Personal Details, Document Records, Identification Info, Contact Info, Family and Emergency Contacts, My Organization Chart (which is highlighted with a red box), My Public Info, and Change Photo. The "APPS" section is organized in a grid of four columns and three rows. Row 1: Personal Information (User icon), Benefits (Gift and chart icon), Pay (Bank icon), Time and Absences (Calendar icon). Row 2: Directory (Organizational chart icon), Internal Career Portal (Person climbing stairs icon), Roles and Delegations (User icon), Chrome River (Airplane icon). Row 3: Banner (Camera icon), HRMS Knowledge Base (Books icon), My Onboarding (Two people icon), My Benefits Enrolment Form (Pencil and document icon).

The Organization Chart – As Shown on HRMS

Prepare



By reviewing the Organization Chart on HRMS, the department manager can check for errors. If the job is shown on the chart, the department manager can print this view, noting if the job title has changed.

When producing the view of the organization chart showing the job, the department manager can take the opportunity to update inaccurate information.

The Organization Chart – As Shown on HRMS

The intention behind the Justification and Context Summary document is to:

Provide a format which can be used by the department manager to add any important perspectives related to the job, that the manager feels is necessary to effectively evaluate the job.

Some content that can be shared include:

- The reason for the evaluation request – this may include such situations as; new job resulting from a reorganization, new services, revised responsibilities, etc.
- The criticality of the job – in its role and to the department
- Comparative jobs referenced – internally/externally
- Industry specific impacts – such as labour market scarcity, ‘hot job’, uniqueness of the job, etc.

Justification and Context Summary (Optional) - Overview



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Step 3
Submit

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 (and/or OD specialist) 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 Section #15 of the **Job Fact Sheet**.
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
- OD Specialist
- Evaluator/s

Tools

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

Submit

Contents of the Job Evaluation Package

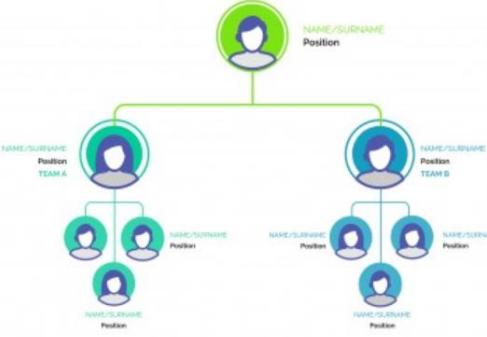
Once completed, the job evaluation package includes the following:



JE Package contains:



A completed JFS questionnaire



A revised Department/Faculty Organization Chart showing the new/revised position



A Justification and Context Summary document

The Full Job Evaluation Package



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Step 4
Evaluate

Evaluate

Conduct the Evaluation

Objective/s

- To evaluate the job.

Actions

1. The evaluator/s will review the evaluation package for completeness and clarity. If necessary, the evaluator will reach out to the HRBP for additional details or clarity.
2. Once all documents are ready for evaluation, the evaluator will use the **Job Level Guide** or the **Job Factors Guide** to determine the evaluation.
3. The evaluator will then prepare the **Evaluation Summary Sheet** – describing the results of the evaluation.

Parties Involved

- Evaluator/s
- HRBP
- HR Manager (Compensation and Benefits)

Tools

1. Job Level Guide (separate document, not included in this process guide)
2. Job Factors Guide (separate document, not included in this process guide)
3. Evaluation Summary Sheet (separate document, not included in this process guide)

Evaluate

Job Level Guide

The Level Guide provides a qualitative description of each career level (i.e. P1 - P7 and M5 - M10), based on a typical job evaluation rating for a job in that level.

The Level Guide provides some high level descriptions that can be used in conjunction with the Job Matrix to understand and align the job with the descriptions provided for that career stream and band.

For each level, there is also a "standard" job evaluation rating, which can be used as a guide to understand what a typical pointing would be.

The Job Level Guide includes:

- An overall, high level description
- Specific descriptions that speak to various dimensions of work:
 - Organizational Impact & Decision Making
 - Knowledge, Education & Experience
 - Problem Solving & Analytical Thinking
 - Communication & Influence
 - Leadership, Guidance & Knowledge Sharing.

Evaluate

Sample View of the Level Guide

Career Levels	Overall	Organizational Impact & Decision Making	Knowledge, Education & Experience	Problem Solving & Analytical Thinking	Communication & Influence	Leadership, Guidance & Knowledge Sharing				
	<ul style="list-style-type: none"> - Delivers own work by carrying out assigned tasks, working under direct supervision, with decisions typically impacting one or more positions on the immediate team <p>Description for Career Level – P1 forward problems Level – P1 ment to choose ween pre-determined options</p>	<ul style="list-style-type: none"> - Tasks are assigned, and carried out according to established Overall Description - Work is performed under direct supervision, and is reviewed for overall accuracy - The result of the decision, action, advice or counsel in the course of completing assigned tasks have limited impact, and typically affects only the position or may affect the work of one or more other positions - Typically has limited or no effect on the College's reputation, and no involvement in financial matters 	<ul style="list-style-type: none"> - Requires a general awareness of a discipline specific body of knowledge to be able to understand and support approaches, methods, procedures and systems - Typically requires a college certificate and 1 to less than 3 years experience 	<ul style="list-style-type: none"> - Problems and situations faced are generally simple, well-defined, and immediately apparent - Solving the simple issues or resolving well-defined situations is straightforward - Issues are generally resolved by selecting the most appropriate pre-defined solutions or options, where limited judgement and analysis is needed to discriminate between options 	<ul style="list-style-type: none"> - Generally explains and exchanges straightforward, easy to understand, and factual information - Communicates how something is - Contacts can be with a variety of internal/external stakeholders, but are typically routine in nature 	<ul style="list-style-type: none"> - Solely responsible for executing on their own responsibilities - May occasionally guide or mentor others in the job's area of work, such as assisting new employees, interns, or students - Typically shares knowledge with immediate team member to assist with specific activities - There is limited opportunity to demonstrate technical leadership and share knowledge more broadly 				
P1	<ul style="list-style-type: none"> - Requires general awareness of a discipline or technical body of knowledge to support approaches, methods, procedures and systems, and shares knowledge occasionally and in a limited manner; typically requiring a college certificate and limited experience - Communicates with internal and external parties to exchange and explain straightforward information 			<p>Typical Evaluation Points for a P1 Job</p> <ul style="list-style-type: none"> - Exercising judgement, job is guided by mostly prescribed directions and procedures 						
Complexity	Judgement	Education	Experience	Freedom to Act	Impact	Communication	People Leadership	Functional/ Technical Leadership	Physical / Sensory Effort	Work Environment
1	1	1	2	1	1	1	1	1	1	1

Evaluate

How To Use The Level Guide

Step 1:

Using the Job Matrix, find the appropriate:

- 1 Job Family
- 2 Career Level
- 3 Estimate Band

Sample shows a job that aligns to Job Family – “Administrative & Operational Support”, at a P5 Career Level and Grade/Band 5

Step 2:

Compare jobs across in the same Career Level.



Step 3:

Click on the hyperlink for the Career Level selected. In this example, it is “P5”. Using the career level description for that level, estimate the band the job will likely fall into.

Grade	Career Levels		Academics, Professional & Trades			Administration & Operational Support
	Professional	Management	Academic Leadership	Academics & Research	Professional & Trades Development	
10		M10	Senior Dean (M10)			
9		M9	Dean, Indigenous Education and Engagement (M9) Dean, Education Training Solutions (M9) Dean of Students (M9)			
8		M8	Associate Dean (M8) Associate Dean, Liberal Studies (M8) Associate Dean Generic (M8) Program Head Generic (M8)			Director, Scholarship of Teaching and Learning (M8) Director, Continuing Education (M8) Director, CE & Corporate Training (M8) Director, Office of Experiential Learning (M8)
7	P7	M7			Director, Professional & Continuing Education (M7)	Director, Operations and Resource Management (M7)
6	P6	M6			Manager, Global Learning and Engagement (P6) Director, Centre of Innovation (P6)	Associate Director, Operations (M6)
5	P5	M5		Manager, Academic Upgrading (P5)		Business Manager (P5)
4	P4	M4	Assistant Program Head Generic (P3)	Program Development Consultant (P4)	Manager, ETS Testing Services (P4) Manager, Field Placement Resources (P4) Placement Manager (P4)	Executive Assistant, Generic (P4) Manager, Business Operations (P4) Manager, Operations research (P4) Manager, Operations RECO (P4)
3	P3					Administrative Manager (P3) Manager, International Services (P3) Legal and Risk Management Specialist (P3)
2	P2					Office Manager (P2) Administrative Assistant - Executive Offices (Generic) (P2)
1	P1					Administrative Coordinator (P1) Administrative Assistant to the Senior Dean FSCS & Principal Lakeshore Campus (P1)

Evaluate

How To Use The Level Guide

Career Levels	Overall	Organizational Impact & Decision Making	Knowledge, Education & Experience	Problem Solving & Analytical Thinking	Communication & Influence	Leadership, Guidance & Knowledge Sharing
P5	<ul style="list-style-type: none"> - Coordinates activities or resources for others, while determining methodology or approaches to assigned activities and working under general direction from a formal people leader; decisions typically impact the department - Investigates and resolves problems of moderate complexity using multiple sources of information and judgement to apply standard procedures or methods - Requires thorough knowledge of a discipline specific body of knowledge to apply to varying problems and decisions, and shares knowledge outside of team to expand capabilities in other areas; typically requiring a specialized degree and a moderate amount of experience - Communicates with internal and external parties to interpret and understand non-routine information, which may require tact in emotionally charged or difficult situations 	<ul style="list-style-type: none"> - Tasks are assigned, but determines how tasks are completed, and completes work according to general procedures and established professional methodologies - Work is performed under general direction and reviewed upon completion for adequacy in meeting objectives - The result of the decision, action, advice or counsel in determining how tasks are complete typically impacts only the position's department, function or project - Typically has direct effect on some relationships and may have an effect on the College's reputation to a limited degree, and a small amount of financial accountability 	<ul style="list-style-type: none"> - Requires a thorough understanding and application of a discipline specific body of knowledge without having to apply conceptual and creative application that may fundamentally change the approach, method, procedure or system - Typically requires a specialized university degree and 3 to less than 5 years of experience 	<ul style="list-style-type: none"> - Problems and situations are broadly defined and are of moderate complexity - The full extent of issues may not be readily apparent and often require additional research and investigation, integrating information from multiple sources - Judgement and analysis is used to apply standard operating procedures or well-established methods and practices to broadly defined and varying issues - Often choices must be modified to resolve moderately complex problems 	<ul style="list-style-type: none"> - Communication involves interpreting and exchanging non-routine information - Communicates how something could be, involving facts and opinions - Contacts may involve difficult, or emotionally charged situations. May require active listening and empathy when communicating with internal/external stakeholders 	<ul style="list-style-type: none"> - Does one or more of the following: Coordinates work activities, maintains schedules, manages resource (personnel, financial or material) availability, and addresses day to day operational concerns - Does not have formal management responsibility; may manage activities or projects, but is not ultimately responsible for those individuals - Shares knowledge and leads others beyond their immediate team through technical work as needed to support general knowledge and capability building, typically within multiple sub-groups across the college

Step 3:

- At "P5" read through the overall description and individual specific descriptions. Consider the extent the job being evaluated aligns with the descriptions provided.
- If the job does not align to the descriptors, go back to the Job Matrix and consider again the appropriate Career Level and Band.

Evaluate

How To Use The Level Guide

Complexity	Judgement	Education	Experience	Freedom to Act	Impact	Communication	People Leadership	Functional/ Technical Leadership	Physical / Sensory Effort	Work Environment
3	2	3	3	2	3	2	2	2	1	1

Step 4:

- Review the “standard” pointing for jobs that would typically land at “P5”.
- Consider the job being evaluated and the extent to which it would land at the same or similar pointing based on your high level evaluation.

Step 5:

If after reviewing the job against the Job Matrix and Level Guide, it is still difficult to find the appropriate positioning on the Job Matrix, it would be advisable to use the Job Evaluation Factor Guide and formally point the job.

Evaluate

The Job Evaluation Factors Guide is:

- A document that defines the compensable factors determine and place a job within the pay band hierarchy and structure of the organization.
- A description of what the organization ‘is paying for’.
- A way of using some specific and standardized descriptors – called ‘factors’ to place jobs in a hierarchy.

Compensable factors are:

- Yardsticks used to determine the relative position of jobs.
- It articulates the organization's job hierarchy, and also serve to inform job incumbents which contributions are rewarded.

Humber’s Job Evaluation Factors for Administrative Jobs:



Problem Solving



Knowledge



Freedom to Act



Impact



Communications



Responsibility for Leadership



Working Conditions



Job Factors Weighting Chart

Evaluate

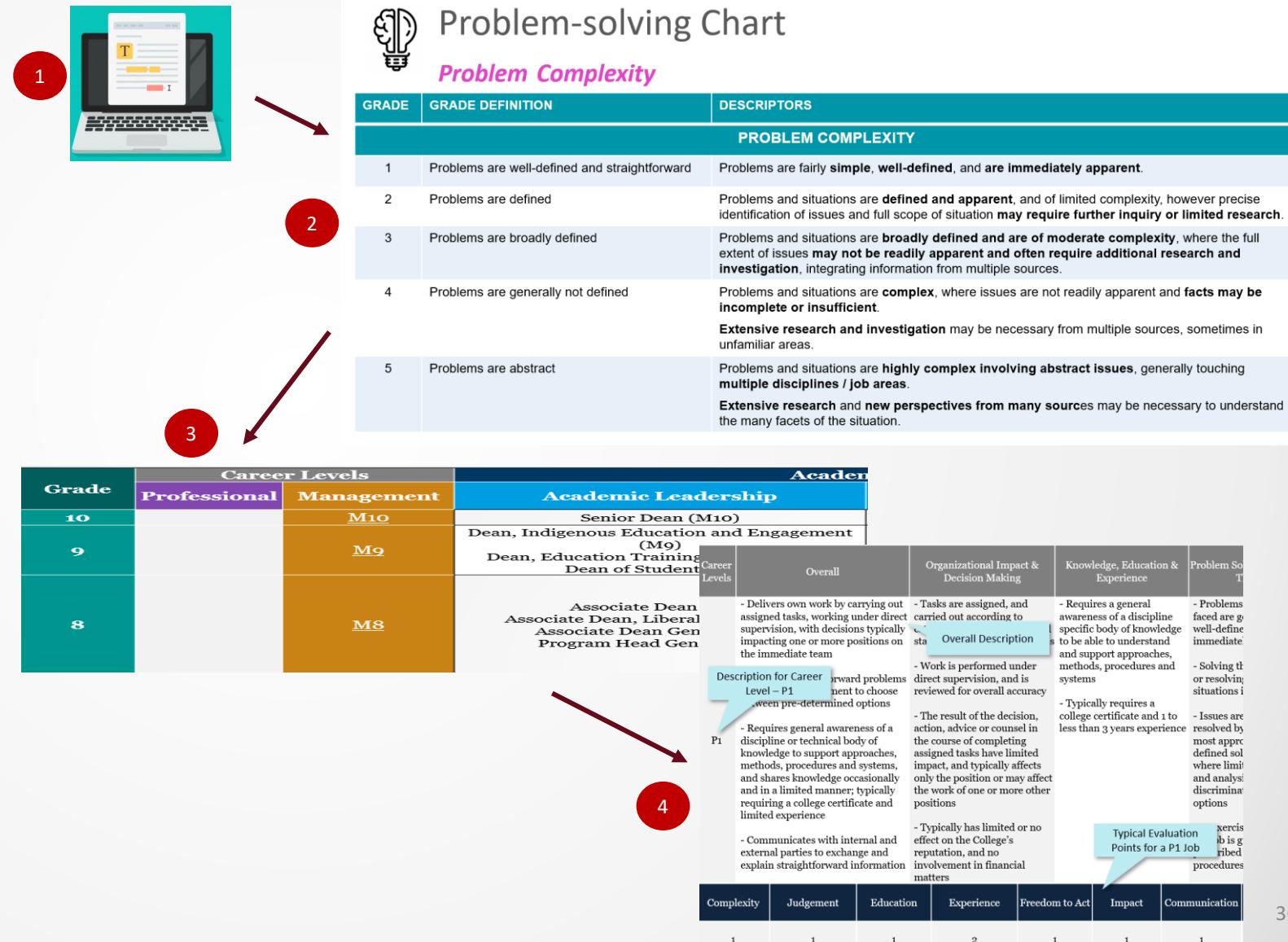
How To Use The Job Factor Guide

Step 1:

Read through the JFS, more than once if required to get a good understanding of the job.

Step 2:

- Read through each Factor on the Job Evaluation Factor Guide and determine the appropriate level on each factor that best matches the job being evaluated.
- Record the points for each Factor on the Master Evaluation Results file.
- Position the job on the Job Matrix, and, compare the ratings to the standard ratings for the same band on the Level Guide.
- Use this process to score thumb your evaluation – as the job should have commonalities to the descriptions and standard ratings provided on the Career Guide.





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Step 5
Notify

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 (Compensation and Benefits)

Tools

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

Notify

Sample Evaluation Summary Sheet

Key Content Included:

- Evaluated Position Title
- Evaluated Band
- Assigned Job Code (e.g ACD01M4)
- Complement Number
- Department
- Division
- Location/Campus
- Immediate Supervisor Job Title
- Job Family/Sub-family
- Immediate Supervisor Name
- New Evaluation/Re-evaluation based on appeal
- High Level Summary (draws language from the Level Guide – content summary)
- Date Submitted
- Date Evaluated
- Date Reviewed
- HR Manager Name
- HR Manager Signature

JOB EVALUATION SUMMARY FOR FULL-TIME ADMINISTRATION NON-BARGAINING UNIT POSITIONS

JOB INFORMATION:

Evaluated Position Title: Click or tap here to enter text.	Evaluated Band: Click or tap here to enter text.
Assigned Job Code: Click or tap here to enter text.	Complement Number: Click or tap here to enter text.
Department: Click or tap here to enter text.	Division: Click or tap here to enter text.
Location/Campus: Click or tap here to enter text.	Immediate Supervisor Job Title: Click or tap here to enter text.
Job Family/ Sub-Family: Click or tap here to enter text.	Immediate Supervisor Name: Click or tap here to enter text.

New Evaluation:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Re-evaluation Based on an Appeal:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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The Following is a high-level summary describing the evaluation results:

Click or tap here to enter text.		
----------------------------------	--	--

Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Date Submitted: (DD/MM/YYYY)	Date Evaluated: (DD/MM/YYYY)	Date Reviewed: (DD/MM/YYYY)

Click or tap here to enter text.	Click or tap here to enter text.
HR Manager Name (Print)	HR Manager Signature

Notify

Sample Appeal Form

Key Content Included:

- 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
- HR Manager Name Shown on “Evaluation Summary Sheet”
- Reason for Appeal
- Date of Appeal Submission
- Date of Appeal Receipt by HROE
- Submitting Manager Name
- Submitting Manager Signature
- HR Manager Name
- HR Manager Signature

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 <u>Evaluation Summary Sheet</u>

Provide your reasons for requesting an appeal:

--	--

Date of Appeal Submission: (DD/MM/YYYY)	Date of Appeal Receipt by HROE: (DD/MM/YYYY)
--	---

Submitting Manager Name (Print)	Submitting Manager Signature

HR Manager Name (Print)	HR Manager Signature

Notify

Dispatched to HRBP – For Communication to The Client



Job Evaluation Summary Sheet

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	No	Re-evaluation Based on an Appeal:	Yes
<p><i>The Following is a high-level summary describing the evaluation results:</i> <small>Click or tap here to enter text.</small></p>				
Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.	Date Submitted: (DD/MM/YYYY)	Date Evaluated: (DD/MM/YYYY) Date Reviewed: (DD/MM/YYYY)
Click or tap here to enter text.		Click or tap here to enter text.		
HR Manager Name (Print)		HR Manager Signature		

THIS DOCUMENT IS AVAILABLE IN ALTERNATE FORMATS UPON REQUEST Oct. 2020

Memo Template

MEMO

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Humber Institute of Technology & Advanced Learning
NORTH CAMPUS
205 Humber College Blvd.
Toronto, ON M9W 5L7
humber.ca

Human Resources and Organizational Effectiveness

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:

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 THE 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 rating, 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

Job Evaluation Appeal Request Form

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:

Date of Appeal Submission: (DD/MM/YYYY) **Date of Appeal Receipt by HROE: (DD/MM/YYYY)**

Submitting Manager Name (Print)	Submitting Manager Signature
HR Manager Name (Print)	HR Manager Signature

Steps in the Appeal Process

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 THE 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 rating, 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

1

2

3

4



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Step 6
Register

Register

Register and Archive Results

Objective/s

- To document a formal pointing of the job.
- Assign filing conventions.
- File documents in central repository.

Actions

1. The evaluator use the **Job Factors Guide** and complete a formal and detailed pointing of the job.
2. The evaluator will add all required filing conventions the **Evaluation Package**, **Evaluation Summary Sheet** and pointing results.
3. The evaluator will update the **Master Evaluation Results** file.
4. The evaluator will archive all required documents – the Job Fact Sheet and the Evaluation Summary Sheet.

Parties Involved

- Evaluator/s

Tools

1. Job Factors Guide (separate document, not included in this process guide)
2. Evaluation Summary Sheet (separate document, not included in this process guide)
3. Evaluation Package
4. Master Evaluation Results file.



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Step 7
Appeal

Manage Appeal Process

Objective/s

- To provide a formal mechanism for reviewing job evaluation results
- To provide a recourse for department manager and divisional executive in instances when they disagree with an evaluation result
- To provide a transparent and equitable process to address and resolve evaluation results disagreements.

Actions

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 the HRBP.
3. The HRBP will review the form and discuss with the department manager and/or divisional executive the concerns, in order to get a better understanding of the issue.
4. 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.
5. The evaluator/s will convene an HR Review Committee and will share all documents relating to the evaluation.
6. The HR Review Committee will review all the relevant documents and will formally evaluate the job using the Job Factors Guide.
7. The evaluator will then prepare a new **Evaluation Summary Sheet** – describing the results of the evaluation from Appeal.
8. The evaluator will receive the HR manager approval of the evaluation results through a formal approval and sign off on the new **Evaluation Summary Sheet**.
9. The evaluator will dispatch a copy of the new signed **Evaluation Summary Sheet** to the HRBP.
10. 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.
11. The evaluator and the HRBP will address any questions and concerns coming from the department manager or divisional executive.

Parties Involved

- Evaluator/s
- HR Review Committee
- Department manager and/or divisional executive
- HRBP

Tools

1. Evaluation Appeal Form (separate document, not included in this process guide)
2. Evaluation Summary Sheet (separate document, not included in this process guide)
3. Previously filed Evaluation Package
4. Job Factor Guide.

Manage Appeal Process (Continued)

Actions

12. If the department manager or divisional executive are still dissatisfied with the results of the evaluation, they can request an Executive Review.
13. The HRBP will inform the evaluator/s of the request for the Executive Review.
14. The evaluator will prepare the review package containing the JFS, 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.
15. 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.
16. The evaluator will then prepare a new Evaluation Summary Sheet – describing the results of the evaluation from Executive Review - Appeal.
17. The evaluator will receive the HR manager approval of the evaluation results through a formal approval and sign off on the new Evaluation Summary Sheet.
18. The evaluator will dispatch a copy of the new signed Evaluation Summary Sheet to the HRBP.
19. 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.

Parties Involved

- Evaluator/s
- VPHROE
- Department manager and/or divisional executive
- HRBP

Tools

1. The Job Evaluation Package
2. Evaluation Summary Sheet (separate document, not included in this process guide)
3. Job Factor Guide.



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List of Referenced Documents

Key Supporting Documents



Document List

1. Evaluation Package
 1. JFS Questionnaire
 2. Organizational Chart
 3. Justification and Context Summary Sheet
2. Job Evaluation Factor Guide
3. Job Level Guide
4. Job Matrix
5. Evaluation Summary Sheet
6. Notification Communication
7. Appeal Form
8. Filing and Archiving Standards
9. Master Evaluation Results File

END