



# **JOB EVALUATION PROCEDURES**

**Compensation Analysis Service**

**June 2018**

An important and critical element of any good job evaluation system is accurate and current job descriptions that are reviewed and (re) evaluated as they are created or as change to a role occurs.

To ensure a role is properly evaluated, and to ensure timely turnaround to our clients, it is important that all information mentioned within this document is considered and provided at the time a position is submitted to Health Association Nova Scotia (HANS) to be evaluated or re-evaluated.

## **Overview of HANS**

The Compensation Analysis Service at HANS was originally established in the early 1990's to oversee the implementation of the HAY Job Evaluation System for management and non-bargaining unit positions throughout the Acute Care Sector. Over time, the program has evolved into a multi-faceted and specialized service supporting the Nova Scotia Health Authority (NSHA), IWK, hundreds of nursing homes and home support providers, the Department of Health and Wellness, Department of Community Services as well as other organizations who contract our services on a fee-for-service basis.

## **HANS SERVICES**

HANS Compensation Analysis Service provides a job evaluation program, as well as compensation policy support to the Nova Scotia Health Authority and the IWK for approximately 1500 management and non-bargaining unit employees, in accordance with the Health Authority Compensation Framework for Management and Excluded Employees, as well as the Continuing Care and Disability Support Program Sector. In addition, HANS provides provincial leadership and support to job evaluation and position classification for bargaining unit employees of the NSHA and IWK. HANS also provides fee-for-service job evaluation and compensation services to various organizations within Nova Scotia.

## **What is Job Evaluation?**

Job evaluation is a systematic method of determining the value of each job. Its purpose is to assess, in a fair, consistent and equitable manner, the relative value of each job in an organization to establish and maintain internal equity. Job evaluation is the basis for fair compensation.

Job evaluation is intended to measure the job as it is defined at a certain point in time and assumes that the job is performed competently. Job evaluation does not consider how the job was defined in the past, nor how it will be in the future. All management/non-union roles are evaluated by the HAY job evaluation methodology, by Health Association Nova Scotia, the Compensation Service Provider.

HANS utilizes the HAY Job Evaluation System as compared to any other system because it is the most widely used system for evaluating management positions locally, regionally and nationally. It is also the system used within the Acute Care, Continuing Care and Civil Service, within the province, as well as the Public Sector, including healthcare, in other Atlantic Provinces. In addition, the HANS Compensation Analysis Team has extensive experience in applying this system to a wide range of classifications across a broad spectrum of organizations.

This system measures elements which are inherent in all jobs to varying degrees. It also provides a clear, understandable and systematic basis for defining and comparing requirements for all kinds of jobs at all levels.

**The three factors measured are:**

**Know-How:**

Measures the total of every kind of knowledge and skill, however acquired, that is needed for acceptable job performance.

**Problem Solving:**

Original, self-starting thinking required by the position to 1) identify; 2) define; and 3) resolve a problem or develop conclusions.

**Accountability:**

Measures the relative degree to which the job, when performed competently, can affect the end results of the organization or a unit within the organization.

## Job Evaluation Submission Process

### When a Job Description should be submitted to HANS for Review:

1. **New position:** when a new role is created.
2. **Change to an existing role:** Please consider the following, and if one or more of these changes have occurred, the role should be re-submitted for evaluation:
  - Were new, higher or lower level responsibilities added or taken away from the position? If the responsibilities added or removed represent more than 15% of the core duties, this is considered significant change.
  - Was there movement of responsibilities within the department?
  - Were direct reports added or removed from its role?
  - Has there been a change to whom this position reports?
  - If the position is vacant, have any changes been made to the role?
  - Was this position once the only role for the entire work unit/geographic location/organization and now additional positions of the same/similar job have been created?
  - Has the position been moved from one portfolio/department/program area to another?
  - Has the minimum Educational and/or Required Certification changed?
  - Have new positions been acquired by the organization? Does this impact other existing roles?

### Important Note:

If the answer is Yes to any one or more of the above questions:

- The position should be submitted to HANS Compensation Analysis to determine whether the changes effect the rate of pay/ banding of the position.
- The job should be submitted for review as the role was previously evaluated by outdated information and could cause internal equity issues with other positions within your organization or within the broader Health Care Sector.

The job should not be re-filled (if vacant) using existing job descriptions and job evaluations.

3. **Update Only:** The role has internally assessed as not changing, however may fit some of these following examples:
  - The essence of the role has not changed; however, it has not been updated to reflect the new name of the department/organization or the title of the position has changed.

## Documentation Required with Job Review Requests:

### 1. **New or Revised Job Description & Current/Old Description (if applicable):**

- A job description must be a true and accurate reflection of the essential responsibilities of the job.
- Job Descriptions should be signed by the manager (and employee as appropriate). This signature confirms that the manager has reviewed for completeness and accuracy.
- The description should be based on the requirements of the job, rather than the person in the job.
- The current/old job description should also be included in the submission (if applicable).

### 2. **Organizational chart:**

- Since job evaluation requires a good understanding of where and how a position fits within an organization, it is important to have a current organizational chart for the unit, division or department where the position is located. We understand that organizations may not have organizational charts in all instances, however, we would encourage that every submission clarifies what positions exist in the work unit and to confirm to whom they report; and what positions directly report to the role.

### 3. A **Job Review Form** containing the following **supporting documentation must be completed and submitted with each new review request:**

#### a) **Overall summary of why role is being submitted:**

- What has changed with the role/why is the new role being established?
- Supporting information should include: background regarding why the role has changed, what has been added or removed from the role, when the changes occurred or why the role is being created.

#### b) **All additional information**

- Identify and clarify to which position former responsibilities have been shifted (if applicable).
- Dimensions specific to the role (included in Job description). Examples include but are not limited to:
  - Number of Employees Supervised
  - Number of clients served on an annual basis
  - Number of meals served
  - Square footage of physical facilities
  - Number of counseling/education sessions put on over a year and number of participants
  - Value of Budget managed; value of purchases the incumbent can make
  - Number of programs managed

- Any literature or documents that support the understanding of the work unit (i.e. business plan/objectives, presentation material, etc., as appropriate. The submission can include emails or notes from the manager that provides context regarding the change.
- c) **Comparator Jobs:**
  - Identify and provide job descriptions/rates of pay for any bargaining unit roles that may be performing same or similar duties.
  - Identify any internal excluded descriptions/rates of pay that the submitting organization views as a comparator role.
- d) **Reason for Exclusion:** The position should be reviewed to determine if it should be excluded from the bargaining unit prior to the submission. If the exclusion of the position from the bargaining unit is questionable, the organization is asked to provide the rationale in determining the role should be excluded when requesting the role be evaluated as a Management/Non-Union role.
- e) **Direct Reports**
  - List of Positions and rates of pay for positions that report to the position being reviewed.
  - Please include the title/classification/rate of pay and any additional compensation assigned to the direct report (i.e. paid on A Scale, Assigned a Market Adjustment, etc.).

### Submission Process:

- The job review is submitted to HANS Compensation Analysis by the respective Employer's HR representative.
- The review is received and logged by HANS Compensation Analysis
- HANS Compensation Analysis staff reviews the submission and clarifies or requests additional information
- Discussion with manager and/or HR may be required as appropriate
- The role is evaluated using the HAY Job Evaluation System
- The results of the evaluation are shared with the respective HR representative

### **Please Note**

- All jobs should be described in their current state. Should further changes be required to a job description after it is submitted for review, the job description should be updated and re-submitted to HANS prior to an evaluation being determined.
- A position does not require to be evaluated since the last review unless the assigned responsibilities change substantially. Please consult with HANS Compensation Analysis regarding substantial change as needed.

## Effective Dates

It is recommended that the organization have a predetermined internal process for determining the effective date of any reclassification. This applies to the classification of new positions, reclassifications resulting in a salary increase or decrease, and reclassifications to a classification with the same pay band. Changes resulting from the job evaluation process of an existing job will be effective in accordance with the Employer's policy. Please consult with HANS regarding best practice, as needed.

## Turnaround times

HANS Compensation Analysis strives to complete all job review submissions within a 2-week timeframe. The timing of the request and the thoroughness of the information provided will determine the turnaround of the final job evaluation decision. It is possible that more information or a discussion with the manager or department head may be required to better understand the job responsibilities and requirements, or the organizational structure, before an outcome is reached. The HANS Compensation Analysis Service will communicate the final job evaluation results directly to the HR representative submitting the request.

Prepared by:  
Tina Sanford  
Manager, Compensation Design and Analysis  
June 2018