

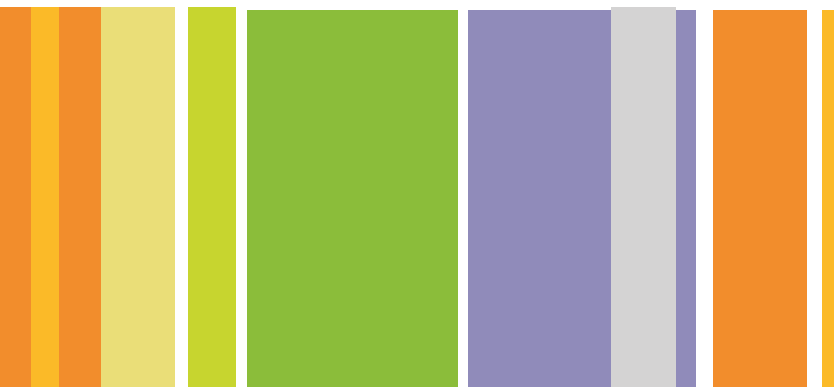


WETASKIWIN REGIONAL PUBLIC SCHOOLS



# Wetaskiwin Regional Public Schools

## Human Resources Handbook



Wetaskiwin Regional  
Public Schools



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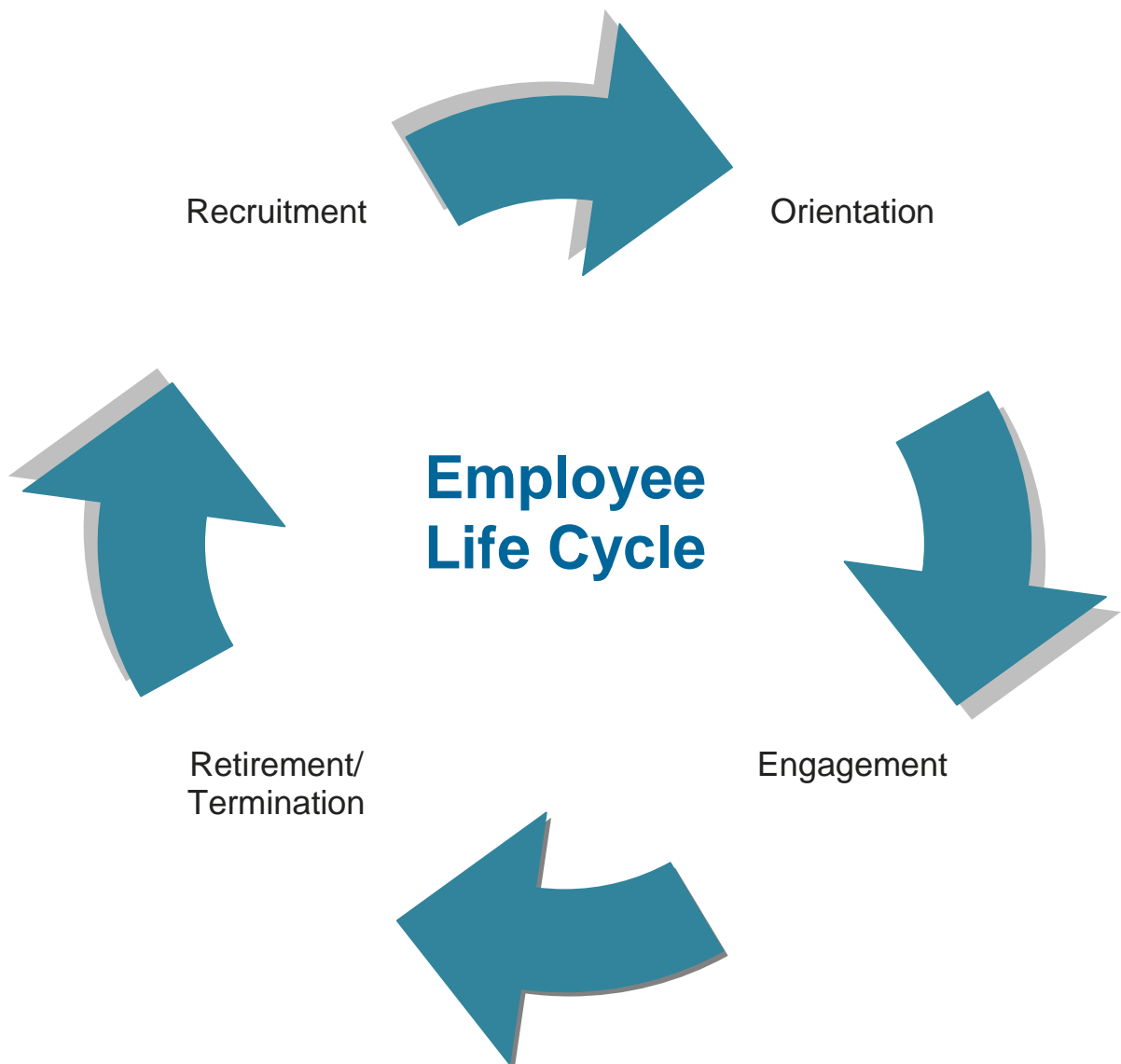
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# Introduction

The purpose of this handbook is to provide the key processes for managing the human resource decisions our site supervisors make on a frequent basis. It is not intended that this resource replace our Board Policies, Administrative Procedures or our Site Based Decision Making Manual. Rather it is meant as a tool to provide guidance with regards to HR management.

## Talent Management





# Recruitment

## Staffing Plans

### Beliefs

The provision of quality educational programs and services to students is achieved through knowledgeable and skilled employees.

#### Superintendent Responsibilities

1. Send request to all staff using Employee Intent Notification by first week in January.
2. By the end of March notify site supervisors of the revenue assumptions to be used in creating the staffing plan for the following September.

#### Staff Responsibilities

1. Prior to the end of January, submit their Employee Intent Notification to the Human Resources Department if they are requesting a change or notifying of a change in their current position

#### Site Supervisors Responsibilities

1. Prior to April 15, submit staffing plan to the Human Resources Department
2. Review staffing obligations to make decisions regarding priority placements
3. Submit evaluations and recommendations regarding staff to Human Resources Department

#### Human Resources Department Responsibilities

1. Identify division staffing obligations and share with site supervisors
2. Make decisions regarding probationary and temporary contracts after reviewing open positions, evaluations and recommendations from site supervisors
3. Identify any open positions or possible staff reductions

## Handling Vacancies

### Beliefs

Recruitment and selection are critical functions of the organization and division. Whether vacancies arise from the voluntary or involuntary departure of staff, or newly created



positions that are required to meet new demands, determining the need for new employees is just the beginning of the process.

It is not always possible to hire internally, or grow future talent in-house, so the search for candidates expands externally. Ideally, the strategy for hiring “top performers” would start long before the need arises.

A site supervisor should take into consideration a multitude of factors including staffing plans, budget, job requirements and job expectations. The cost of making a poor choice in the hiring process goes beyond the recruitment expenses such as advertising, manpower to conduct interviews, and legal costs for drawing up contracts. The costs associated with training and orientation, lost productivity and potential impact on team morale can also be escalated with improper hires. This can result in incurred expenses more than double an employee’s annual wages.

## **Procedure for Requesting Personnel**

### Site Supervisor Responsibilities

1. Complete a [Personnel Requisition Form](#)
2. Submit the completed form by saving it in the sites:
  - Docushare Forms and Misc folder
    - (HR Assistant supports Site Supervisors with this as requested)

### Superintendent Responsibilities

1. Associate Superintendent approves the requisition and informs HR Assistant.

### Human Resources Department Responsibilities

1. HR Assistant posts position
2. HR Assistant advertises when appropriate and as directed by Associate Superintendent in:
  - Local Papers: Wetaskiwin, Millet, Camrose, Drayton Valley
  - Other as required by Associate Superintendent

## **Job Description Review**

### **Beliefs**

Job descriptions are essential to setting the expectations and responsibilities of the position. Typically when you hire a new employee you show them their job description and set your expectations for their performance. The job descriptions should be used throughout the employee life cycle to set expectations, boundaries and responsibilities.



Job descriptions and performance management go hand in hand. Best practice is to review the employee's job descriptions during performance reviews. Discussing successes, challenges and opportunities should all come back to the job description and how the employee is to succeed within their role. Keeping the conversation focused on the job description places importance back on the roles, responsibilities and required qualifications.

## Reviewing/ Revising Job Descriptions

### Site Supervisor Responsibilities

1. Review and understand job descriptions for each division employee annually and at pre evaluation conference.
2. File revised template in the Docushare Forms and Misc folder.
  - Updates can be done on Job description, either by hand or using track changes
  - The date of revision shall be recorded on the document

### Human Resources Department Responsibilities

1. Develop new job descriptions and file all employees' job descriptions in the employee's personnel record.
2. Support Site Supervisors with revisions and advise of any necessary changes in accordance with collective agreements, terms of employment and overall organizational direction.
3. File employees initial job descriptions as an appendix to the employees contract at the time of hiring.

## Short Listing/ Selecting Applicants

### Beliefs

It is often not possible to interview every single individual that applies for an open position. All applicants must apply for an open position through "Webguide". Depending on the position we may receive hundreds of applicants thus making selecting and short listing candidates important to ensure that we are only interviewing the top most qualified applicants.

Applicants selected for an interview must meet Division requirements and standards while taking into account what the site needs. When reviewing and determining who should be short listed consider these tips:

- What are the required qualifications?
- Do they have similar experience? If so, how much?



- What listed skills would be transferrable?

## **Procedure for Short Listing Applicants**

### **Applicant Responsibilities**

1. Apply for position online
2. Follow online application requirements by creating a profile and attaching a cover letter.

### **Superintendent Responsibilities**

1. Screens applicants and forwards qualified candidates on to Site Supervisor using “Webguide” after closing date.
2. Associate Superintendent supports Site Supervisors with selection process as requested
3. Associate Superintendent leads the selection and recruitment process for all Senior Administrative Positions
4. Associate Superintendent is involved in all Administrative Assistant and FNMI selections.

### **Site Supervisor Responsibilities**

1. Review screened applicants to create a short list using “Webguide” after closing date.

### **Human Resources Department Responsibilities**

1. HR Assistant trains and supports site supervisors with “Webguide”
2. Assists Associate Superintendent with screening of applicants.
3. Assists applicants with online application if requested.

## **Interviewing**

### **Beliefs**

Conducting a thorough interview is like leading an investigation. You need to uncover all pertinent information to help you make the right decision. However, you cannot jump to conclusions early on in the investigation that keep you from continuing your search. It is easy to make a decision about a candidate early on in the process but this can cloud your judgment about the remainder of the interview. For example, if you sell yourself on a candidate right away, you may miss information later in the interview that may indicate potential problem areas or you may refrain from seriously considering other candidates going through the interview process. In addition, you should avoid making a selection based on something you believe about an applicant without sufficient evidence.



The behaviour or mood of the interviewer can affect how the applicant behaves during the interview as well as the evaluation of the applicant's qualifications after the interview. Showing excitement about the interviewee or disapproval of the candidate's responses can positively or negatively impact the process. The interviewer should always listen carefully and observe both physical and verbal cues from the candidate. For greater standardization, the same interviewers should be used to assess all candidates without being allowed the opportunity to compare their assessments between interviews. This will also help to minimize any personal biases.

Ultimately, the goal of the interview is to hire the candidate with the knowledge, skills and abilities to successfully fill your vacancy as well as someone who will be the best "fit" to both the Division and the role. It is important not to get caught up in the candidate's interview skills, rather than their job-related abilities.

The interview process includes:

- An interview panel
- Skill testing where applicable to the job description
- The applicable behavioural descriptors interview questions

## Interview Panel

The interview panel is selected by the selection lead administrator.

A panel interview usually consists of a number of interviewers who hold different positions within the organization. The panel may include a manager, a peer and a representative from the Human Resources Department. One person may ask the majority of the questions while the others take notes and interject to clarify responses, or they may alternate asking questions.

The advantage of this interview style is that it minimizes individual bias from the selection process by gathering multiple assessments of the candidate's responses. There also tends to be more objectivity when panel members must justify their ratings to their colleagues.

## Interview Design

Before interviews can begin, the structure and design will need to be created to ensure that the right information is gathered from the candidates. Create a standardized list of interview questions with the applicable behavioural descriptors so that all applicants are asked the same ones, in the same order. If possible, develop a scoring guide with benchmarks or sample answers and take detailed notes during the interview to justify your rating of interviewee responses. This will help you evaluate the applicant after the meeting has concluded.





The types of questions you ask will ultimately impact the type of response you receive. Therefore, your questions should be carefully drafted to solicit as much information about the interviewee as you can and if possible, more than they might want you to know. Consider the following sample questions and the possible responses you may receive.

"If you could make changes to your current role and stay with your current company, what would you change?"

Asking the interviewee what they would change about their current role can provide you with information about the types of tasks the individual doesn't enjoy, the problems the interviewee has with his/her current employer and his/her reasons for wanting to leave.

"If we narrowed it down to 2 candidates, why should we choose you?"

Asking the interviewee to explain why they should be hired can give you a multitude of answers. Although most people are a little hesitant to brag about themselves, this gives the applicant an invitation to do just that. An applicant that feels strongly about wanting the particular job or being able to succeed in the role will tell you **confidently** why they should be chosen. If the individual does not feel strongly or passionately about answering this question, they may not be sure that this is the right fit.

"Tell me your greatest accomplishment."

Asking the interviewee about their greatest accomplishment is an insightful question because even though resumes often recount specific job duties from previous positions. However, when looking for a top performer the interviewer wants to uncover the volume and types of successes an individual can recount from past experiences.

## Starting the Interview

The validity of the interview may be eroded if the line of questioning does not pertain to job-related questions. An inexperienced interviewer may be easily sidetracked by interesting conversation with the applicant and therefore fail to obtain the information needed to assess the applicant's job knowledge. Interviewers should also be advised against stereotyping applicants and making quick decisions.

First impressions of the organization will be made during the initial interview process, so interviewers must be prepared and demonstrate professionalism. The interview is also an opportunity for the interviewer to sell the company and the job to entice the right candidate although factors such as compensation, job responsibilities and promotion opportunities are equally as important to applicants when making the decision to join an organization.

The start of the interview should be used to build rapport and put the applicant at ease. Greet the applicant by name and introduce yourself and other interviewers present. Indicate where the applicant is to sit, offer a glass of water, and provide the applicant



with an overview of the interview process. It should be suggested that the applicant hold any questions until the end of the interview when time will be allotted. Start with small talk to put the applicant at ease. This will entice responses that are less guarded.

Remember to:

- Be prepared
- Remove distractions
- Hold calls
- Choose a comfortable environment
- Assess all candidates under similar conditions

## Questioning

As questions are being asked, allow the candidate plenty of time to answer and recommend he or she takes time to think about the response. Silence is okay and will often encourage the applicant to start speaking, but if he or she has difficulty answering rephrase the question and provide a little extra time. If the applicant still struggles to find a response, suggest revisiting the question at the end, if time permits. Leading the applicant to the right response will only cloud the assessment of the candidate.

Avoid the use of closed-ended questions that allow the applicant to simply answer with “Yes” or “no”. The use of open-ended questions such as “Can you describe a time when ....” will require the applicant to provide a detailed answer to the question. Always try to dig a little deeper into responses to get a clearer picture.

Probing questions can be great when the interviewer is trying to learn more about the candidate but additional questions should be applied with caution. Pre-determining what questions can be asked to gather more information and allowing all candidates the same benefit will ensure that the recruitment process remains fair and consistent. Designing probing questions such as “how did you feel when that happened” or “can you explain the specific steps you took to resolve the situation” or “Can you provide more details on the situation” will provide more insight into the candidate’s behaviours. It is similar to peeling an onion – you need to go down a few layers to get what you really want!

Once all the questions have been concluded, ask the candidate if they have any questions for you. Candidates that are excited and truly interested in your organization should have prepared for the interview and conducted some general research in the company. Providing candidate this opportunity can provide the interviewee(s) with greater insight. For example a candidate that asks about flexible work hours, benefits or money could be showing the organization their priorities whereas a candidate that asks about culture, values and environment is showing interest in the organization.

Take detailed notes of the responses during the interview, focusing on behaviours described by the applicant. Use the scoring guide, if available, to score the answers to interview questions either after each response or as soon as the interview has

concluded. The same procedures should be followed for each applicant and detailed interview documentation should be completed and retained for one year.

## Ending the Interview

It is important to end the interview on a positive note, without making any comments that suggest an assessment of the candidate. Thank the candidate and tell them when they should expect to hear from the Human Resources Department. It is also a good idea to explain the next steps in the process such as contacting references or conducting second interviews.

Immediately after the candidate leaves, take time to review notes and assign overall ratings while the applicant's responses are still fresh in your mind. If the interview was conducted by a panel, it would also be a good idea to debrief and compare ratings at this time. Waiting until the end of the day or after several other interviews can get confusing.

It is extremely critical for the interviewee(s) to be reminded of confidentiality. All candidates, interviews and comments should be shared on a need to know basis. When applicants apply for positions they expect that their application will be held in confidence. Calling someone who currently works with them to gather informal feedback can have very negative impacts on the applicant. Talking about the candidates with co-workers can also cause legal issues. It is best practice to apply professionalism and respect all candidates.

## Interview Procedures

### Site Supervisor Responsibilities

1. Develops interview questions and skill testing (templates available in Docushare)
2. Conducts interviews

### Superintendent Responsibilities

1. Associate Superintendent supports Site Supervisors as requested

### Human Resources Department Responsibilities

1. Maintains interview questions and skill testing templates
2. Maintains reference checking templates
3. Coordinates Central Office interview process



## Reference Checking

### Beliefs

It takes a lot of time and money to recruit and hire a new employee. Spending the appropriate amount of time to screen any potential employee can ensure that you are making the best choice of the role and division. Hiring a new candidate means money will be spent on advertising, a short list developed, interviews will happen and references checked. After we extended a warm welcome, there will be paying annual wages, providing access to invaluable company information and assets, and ultimately trusting that we have made the right choice.

While your hiring instincts should never be discounted, finding absolute proof that you were right is golden. Since you can't always hire who you know, know who you hire. After all, there are no penalties for submitting inaccurate exaggerations, exclusions or bold face lies and resumes can contain them all. The purpose of a resume is to get an interview. The purpose of an interview is to justify the resume. If the resume is a misrepresentation, then so is your candidate and, unfortunately, this may not be revealed during the probationary period.

### Gather Information

Ask all qualified candidates to bring:

- Documentation to support the education specified on their resume
- Required certificates
- Three references that include supervisors and work contact numbers.

As onerous as this may seem, if the candidate wants the job, they will be willing to put in the extra effort.

### Reference Restrictions

When requesting references from candidates, you should put restrictions surrounding who and what will be considered appropriate. Asking for previous and current supervisors and/or managers, with work email addresses or phone contacts can help eliminate false references. Contacting previous or past colleagues might not supply you with the most accurate information, as you will likely be contacting work friendships or individuals, who cannot talk about the applicants' ability to meet demands. When possible, contact references at work to verify that they are in fact employed where listed. Fake references can be easily provided with cell phone numbers and personal email accounts.

### Personal References



Sometimes if a candidate is new to Canada or has limited work experience they will provide personal references. Choosing to call personal references should also follow set restrictions. Contacting teachers, school administration offices, sports coaches or other professional personal references can provide the organization with insight into the candidate's reliability, teamwork and dedication. If the candidate is new to Canada, consider contacting out of country employers to gain additional insight.

## Letters of Reference

In some cases, the employee will provide letters of reference on professional letterhead that outline their previous position, responsibilities and assets. Something to consider when reviewing letters of reference, are that generally letters are provided during termination, downsizing and/or restructuring. It is important to look at each letter and read between the lines. If letters are very general in terms or only describe length of employment and positional requirements usually there is a reason for that whereas letters that are descriptive and provide glowing recommendations tell a different story.

## Verifying/Gathering Information

When contacting references it is important to confirm and gather the correct information. Prepare set questions to ask each reference, so responses can be compared for reliability. Develop questions that ask about the candidates selected accomplishments, work responsibilities and behaviours.

### **BEST PRACTICE TIPS**

- A best practice tip is to ask the same fundamental questions you posed to the candidate for easy comparison
- Consider reading exacting what the candidate wrote as their responsibilities and achievements then ask the reference to confirm its accuracy
- Ask about things such as attendance, punctuality, team work and areas for improvement

## Probing/ Asking the Right Questions

A great reference checker will notice and respond to hesitations and hidden messages to learn more information. For example, if during the conversation you hear a sigh, long pause or the individual is putting a lot of effort into how they say things – most probably it is because they are worried about saying something negative. Noting these instances and asking probing questions can provide you with critical details.



## Phone vs. Email

An emerging practice is to have references complete a written reference template regarding the candidate. The template could include key questions, information about the open position and a rating checklist of set requirements such as computer abilities, attendance record, and ability to work within a team and follow organizational practices. The perceived benefits of having references complete email templates include, more thought put into what they share, direct words and information that cannot be misrepresented and the reduction in frustration when trying to establish contact.

## Conflicting Reference Checks

A common concern is how should site supervisors handle conflicting reference information? Each situation will have to be judged and reviewed for the seriousness of the information or conflict. Conflicting references might mean contacting the references again and asking additional information about the area of concern or requesting the applicant to supply a fourth reference, to assist you in making a decision.

## Negative References

Another issue is how to respond to negative comments and concerns. If the information provided was negative, the site supervisor should determine the level of concern and how they would like to proceed. For example, hearing that the potential new hire can be bossy and hard to work with, an interested site supervisor might make the decision to hire the individual because of their great qualifications and other assets but discuss their concerns, expectations and watch the behaviour. Another site supervisor might decide not to continue because of the potential future headaches.

## Education Verification

Education can be easily faked and happens more than many people are aware. Counterfeit diplomas, transcripts and signed letters of recommendation are easily acquired thanks to the internet. You do not necessarily know for certain that the document you have in front of you is real.

The easiest method would be to ask potential hires to bring in a copy of their diploma, transcripts and/or other supporting documents to support their education claims. Since fakes can be purchased, check the document for authenticity, research unknown schools and validate certificate numbers.

## Credentials Verification

If the position requires set credentials or skilled trade certificates it will be essential to verify that the individual achieved the right to use the professional letters after their



name. Request that candidates bring proof of their certification with a current membership card or other supporting documentation. Generally professional credentials will require the individual to pay membership dues to keep the certification valid.

## Procedures

### Site Supervisor Responsibilities

1. Conduct three references
2. Take notes of each reference check
3. Attach the information to the resume and interview information for the candidate

### Human Resources Department Responsibilities

1. Supports the Site Supervisor
2. Assists providing reference questions

## Criminal Records Checks

Criminal Record Checks are a required part of the hiring process for all new employees.

## Procedures

### Applicant Responsibilities

1. Declare if they have a criminal record
2. Cover the cost of the Criminal Record Check
3. Discuss and explain any discrepancies

### Site Supervisor Responsibilities

1. Discuss discrepancies with the candidate

### Human Resources Department Responsibilities

1. Advise the candidate in writing that employment is conditional upon the receipt and evaluation of their Criminal Record Check
2. Ensure the Criminal Reference Check is completed

### Associate Superintendent: Personnel Responsibilities

1. Review Criminal Reference Checks with discrepancies, records or offenses
2. Review suitability on the following criteria:
  - Type of charge or offence
  - The age of the charge or offence
  - The type of work the applicant is being considered for
  - Whether the criminal record impacts on the applicant's ability to perform those duties





- Whether the behaviour associated with the offence(s) if repeated, will pose a threat of physical or sexual abuse to children or others; and
  - Any other factor which the Associate Superintendent deems relevant
2. Notify the Site Supervisor of any discrepancies

## Employment Offers

### Offer

- Site Supervisor notifies Associate Superintendent about their recommendation for hire using “Webguide”
- HR Assistant prepares draft contract, a package of supporting information and sets up Docushare personnel folders, contacts successful applicant and arranges an appointment.
- Associate Superintendent makes offer. All offers are made in writing once the applicant confirms by phone that they are interested in accepting the position. (Note all contract information is taken from the applicants “Webguide” profile.)
- Associate Superintendent confirms the accepted offer with Site Supervisor. No employee can start prior to having a signed contract and must be given time (1 day) to consider the offer.
- Site Supervisor communicates with unsuccessful short listed candidates who were interviewed once the Associate superintendent notifies that the offer has been accepted.
- HR Assistant collects all relevant forms and documents and creates a personnel folder.
- HR Assistant inputs employees pay and benefit information

### Orientation

- Orientation is a two part process using one document
  - HR department provides HR orientation and signs orientation checklist.
  - A scanned copy of the orientation checklist is sent to the site supervisor or designate via email by the HR Assistant.
  - The site provides a site orientation
  - Site completes the site portion of the HR checklist and files in Docushare in “Forms and Misc.” (HR Assistant is notified via subscription.)
- HR Assistant
  - Provides orientation including benefit package.
  - Collects payroll/benefit forms and files the forms in the personnel folder.
  - Supports new employee with questions about benefits.
  - Notifies Technology department of a new hire using excel spreadsheet filed in docushare.





## Changes to Existing Employees

- Site completes Personnel Requisition Form and files in the sites Docushare Forms and Misc folder (Contact Associate Superintendent with questions)
- HR Assistant initiates change as notified
- Teachers hired as subs for more than 20 consecutive days must be offered a contract:
  - The Site Supervisor will submit a Personnel Requisition Form.
  - The HR Assistant will track the 20 day requirement and prepare necessary contract and arrange an appointment for the employee to attend the office to sign the contract and provide a payroll benefit package. An orientation will be provided if necessary.

## Contract Termination, Resignations, Retirements

- Associate Superintendent leads all employee contract terminations with support of the Site Supervisor.
- Employee notifies HR department of their intent to resign/retire (Associates Superintendent supports as necessary).
- All resignations/retirements shall be made with a signed letter and include the effective date of the employee's last day of work.
- Associate Superintendent notifies employee of the Division's acceptance of resignation/retirement in writing
- Site Supervisor submits a job requisition if a replacement is required
- HR Payroll Department
  - Prepares acknowledgement letter for Associate Superintendent's signature
  - Ensures Exit Checklist is complete and signed.
  - Completes ROE and the Notice of Life Insurance conversion in the case of a termination
  - Removes Employee from payroll and ASEBP systems and advises Tech to remove all system access.

Note: for confrontational terminations the Associate Superintendent and the HR Assistant will prepare and collect the necessary documents and mail them by registered mail. Payroll will provide the necessary documents on the same day and time that the HR department requests them.



# Employee Leave Administration

All employees must enter their leave requests into the SRB system. SRB will direct their request to the appropriate supervisor depending on the type of leave.

## Sick Leave

- Employee enters leave into SRB. The employees' supervisor is notified of the employees leave details. The employee provides a medical certificate for any absence greater than three days.
- Site files medical certificates (Dr. Notes) into docushare (Forms & Misc.) for any employee away from work for more than three days as soon as possible after the third day (sooner if possible)
- The HR Assistant will:
  - Contact employees away more than 5 days to offer support and provide information about the Division's sick leave and accommodation provisions
  - Register those who are away for more than 10 days into the ASEBP system
  - The Associate Superintendent will contact employees away for more than 10 days to follow up and will continue to keep in touch with the employee until they return to work.
- The HR Assistant will provide an ROE for any employee that does not have sufficient sick leave entitlement.

## Other Leaves of Absence

- Refer to AP 410
- Any leave requiring a replacement requires a job requisition form from the site supervisor.

## TEACHERS

Teachers leave requests are entered into SRB by the teacher.

Maternity leaves, sabbatical leaves, extended full time and part time leaves of absence as per AP 410 and collective agreement shall be made in writing and signed by the employee to the Associate Superintendent: Personnel. A copy should be given to the employee's Site Supervisor.



## **SUPPORT STAFF**

Support Staff leave requests are entered into SRB by the employee

Maternity leaves, sabbatical leaves, extended full time and part time leaves of absence as per AP 410 and the Support Staff Terms of Employment shall be made in writing and signed by the employee to the Associate Superintendent: Personnel. A copy should be given to the employee's Site Supervisor.

# **Classification Plan Administration**

## **Introduction**

This section describes the standards and administrative procedures to be used in the evaluation and classification of Wetaskiwin Regional Public Schools positions. It is intended to provide a consistent, fair and equitable process for the evaluation and classification of positions while respecting the employer's fiscal responsibilities.

## **Job Classification Plan – Core Principles**

### **What is Job Classification?**

Job classification is a method used to establish classifications for jobs within the organization through a systematic and detailed analysis of job descriptions. The various duties and tasks required by an organization are grouped into functional roles and positions; these positions coexist on a continuum of job classifications for the entire organization. It is necessary that this continuum be identified and that the roles and responsibilities of each position are defined in relationship to one another.

The primary purpose of a classification system is to ensure the fair and equitable treatment of employees. Secondary to this, the classification system provides a map for the organization and its employees. The information contained within the classification system contributes to many other human resource activities including performance evaluation, professional development, career mapping, and strategic planning.

### **What is the Job Classification Plan?**

The job classification plan utilized here follows a comparative analysis model where like factors are compared to assess relative job classifications.

Factor analysis identifies those elements, which are common to all jobs and serve to define what is valued in the work (i.e. primary functions, qualifications, supervision, level of responsibility, impact of error, etc.).



## Job Description vs. Classification Specification

A **job description** is a document created by the employer to describe an employee's position in detail and with attention to regular and predictable functions. The job description is a tool utilized to provide greater detail into the roles and responsibilities identifiable within a specific position.

A **classification specification** is a descriptive summary of duties that serves as a standard against which individual positions are measured. It is a summary of one or more job descriptions, however, is intended to accurately describe the primary function of the classification. Only one class specification can be attributed to a single job, however, several jobs could be contemplated within a single classification specification.

The class specification describes both the **kind of work** and the **level of work** for positions, which perform similar work.

**Kind of work** refers to a type of work having definitive and similar characteristics and requiring similar qualifications ... **What is done?**

**Level of work** refers to work of the same kind while recognizing the existence of varying degrees or levels of complexity and responsibility associated with the work ... **How is it done?**

### Job Classification Process

As previously stated, job classification is the process involved in the review, analysis and assessment of job content to determine the relative position of a job in relation to others within an organization.

As an organization evolves, so do the demands on work flow and desired outcomes; as a result, jobs evolve and need to be considered for reclassification in light of significant changes in job content or primary roles. Additionally, newly created positions will need to be reviewed in light of the organization's classification system in order that it is properly classed.

The following describes the steps involved in a job classification review:

#### 1. Review the job description

- The Associate Superintendent compares the current job description to the previous description (if available).
- The current job description is reviewed by the employee (if applicable) and the supervisor to ensure it is a reliable and accurate description of the job and that the changes are reasonably sustainable.



- If the review is being initiated by an employee, they ought to identify where changes have occurred and the how the changes have impacted the position.

## **2. Review the classification specification**

- Associate Superintendent: Personnel compares the current job description, along with any identified changes, in light of the former classification specification.
- Consideration is given to the changes in the job that justify whether a new or alternate classification is required.

## **3. Conduct a job audit**

- A job audit will be conducted whenever reclassification is warranted.
- Prior to comparing a classification with similar specifications, it is essential that a thorough understanding of the factors be documented.

## **4. Review the market valuation**

- In creating the initial classification system, a market analysis is conducted wherein selected employers are invited to provide comparators to the identified classification specifications; in order to remain current, periodic reviews of the market may need to be conducted.
- Where no internal comparators are identified, efforts may be required to identify comparators with external employers.
- The objective of analyzing comparative classifications is to pursue fairness, equity and sustainability while remaining consistent with organizational goals and objectives.

## **5. Prepare a report on findings including**

- Reasons for the review, the identified changes to the former job description justifying the review and a summary of the factor analysis;
- The appropriate classification specification; if a new classification is created;
- A summary of the findings resulting from the comparator review.
- Recommendations on position administration (classification and/or compensation).

## **6. Implementation of decision(s)**



- The process ought to provide either a formal response to reclassification requests or document the organization's decision with respect to a newly created position.
- Any impact to classifications and/or compensation ought to be managed within administrative procedures.

## Job Descriptions & Classification Specifications

### Beliefs

The job description and corresponding classification specification are critical management tools and are integral in explaining or clarifying management expectations. Updated job descriptions are, therefore, an important requirement for human resource management within Wetaskiwin Regional Public Schools. Furthermore, the management team is responsible for maintaining current and accurate classification specifications attributable to each position.

It is the responsibility of all supervisors to maintain accurate, current job descriptions for all positions reporting to them. Job descriptions are typically prepared by those individuals who know the job best (i.e. the incumbent) in collaboration with the supervisor. Notwithstanding, it is imperative that management is aware of and authorizes the distribution of work to subsequently support and validate the job descriptions.

### Procedures

The classification specification is developed from the job description and is used to describe the responsibilities, requirements and organizational relationships of individual positions. A complete and current job description should be submitted to the HR department in the prescribed format for job evaluation when:

- new jobs are created
- responsibilities and requirement for existing jobs have changed

Job descriptions should also be reviewed at the time of an employee's performance appraisal or when a job becomes vacant to determine whether the description is still current and accurate.

An employee's job description shall be maintained in an employee's personnel file and job description and classification description templates will be filed in Docushare. These position files contain all information relevant to a specific job including job descriptions, applicable classification specifications, record of reclassification requests, record of classification decisions, and audit notes.



## Requests for Reclassification

### Beliefs

Reclassification requests may be initiated by either the incumbent or the supervisor.

Submissions for a review are initiated when:

- A new position is being created and requires the development of a new classification
- The responsibilities, requirements and organizational relationships have changed
- The incumbent or supervisor believe the position is inappropriately classified

Reclassification requests will be processed and subsequent decisions relayed within 60 days of the request.

### Procedures

All reclassification requests are initiated by completing and submitting an updated job description to the division office.

The job description should identify the nature of the submission, the class being requested (if applicable) and should describe the changes in the work justifying the request. The job description must be signed by both the incumbent (if applicable) and supervisor and dated.

In cases where a supervisor does not support a reclassification request, the incumbent may request a review without the supervisor's signature on the job description. In such instances, the supervisor should explain to the employee the reasons for not supporting the request.

Reclassification requests received in the division office will be date stamped upon arrival, logged and acknowledged in writing to the sender within ***ten (10) calendar days or receipt of being stamped.***

Reclassification requests shall be processed in a timely manner, however, shall be targeted for completion within ***sixty (60) calendar days of submission.***

Classification decisions will be documented and sent to the supervisor and the incumbent (if applicable). A copy of the decision will also be placed on the position file along with any audit notes and documented analysis.



## Effective Dates for Classifications

### Procedures

#### Classification Decision Resulting in a Higher Classification

The effective date of a reclassification decision resulting in a higher level classification will be the first day of the month following the date upon which the job description stamped as received in the division office.

#### Classification Decision Resulting in “No Change”

The effective date of a reclassification decision resulting in no change will be the first day of the month in which the classification decision is rendered. This decision is essentially recognized as an update on the classification at that point.

#### Classification Decision Resulting in a Lower Classification

The effective date of a reclassification decision resulting in a lower level classification will be the first day of the month following the date upon which the classification decision is rendered.

## Effective Dates for Classifications

### Beliefs

Wetaskiwin Regional Public Schools is committed to ensuring the fair and equitable treatment of its employees. Inappropriately classified positions create internal inequities that compromise this philosophy and impact the integrity of the classification system.

Inappropriately classified positions are those jobs in a class with a salary that is higher than what is warranted based on a classification review.

### Procedures

If a classification review identifies that a position is inappropriately classified, the following options are available for addressing the inequity:

#### ‘Green-Circle’ the Position

- Maintains the classification of the position at its current level until it is vacant or for two (2) years, whichever is shorter
- After this time, the position is reviewed and classified appropriately
- Supervisors should be advised of such positions





- Incumbents are permitted to receive market and performance adjustments in accordance with existing pay administration while the position is green-circled
- Such positions are not to be utilized as a comparator for other classification considerations

#### **'Red-Circle' the Position**

- The position is classified appropriately
- The incumbent's salary is maintained at the current pay rate
- Incumbents would not be entitled to receive market or performance adjustments until their current salary falls within the pay grade of the appropriate classification

#### **Reclassify the Position**

- The position is classified appropriately
- The incumbent's salary is adjusted down to an appropriate rate of pay

## **Appeal Process**

### **Procedures**

An employee may appeal the reclassification decision made by the Associate Superintendent: Personnel by submitting a request in writing to the **Superintendent** within **twenty-one (21) calendar days** of receipt of the reclassification decision.

The written appeal shall provide rationale for the appeal along with any new information which is of relevance. Where new information is provided, explanation shall be provided (where possible) to explain why the information would not have been available at the time of the original review.

Classification appeals will be reviewed by the Superintendent upon receipt of the written appeal. This review will determine if there is any justification for revising the reclassification decision.

The Superintendent will issue the appeal decision, along with a revised reclassification decision if applicable, in writing to the employee. The decision of the Superintendent shall be final and binding.

Where the reclassification decision is amended, the effective date of any changes shall be the first day of the month following the rendering of a revised reclassification decision.

All documents related to the appeal, including any documentation related to the review or resulting decisions shall be retained on the position file in the division office.



## Job Descriptions

As previously discussed, the job description is:

*A tool created by the employee and their supervisor to describe their position in detail and with attention to regular and predictable functions.*

In addition to its role in the job evaluation process, the job description serves several purposes:

- Clarifies the roles and responsibilities for both the employee and the employer
- Identifies the key performance goals and objectives
- Source document for training and development
- Provides a consistent basis for recruitment and selection efforts
- Basis for organizational planning and restructuring

Given the broad application of job descriptions, and the degree to which an organization relies upon the information contained within them, it is imperative that they remain current and substantially standardized across the organization. Notwithstanding, the job description is typically prepared by the individuals most familiar with the work - the incumbent in the job and their supervisor. In order to assist in providing consistency in the exercise, it is beneficial to follow a template format for creating job descriptions.

A template job description form is available in docushare.

Prior to completing this exercise, one should review the following checklist:

- Have all the duties been described?
- Is the information precise, concise and factual?
- Does the document adequately reflect the roles and responsibilities?
- Has the supervisor and employee both signed the document indicating their agreement on content?



## Classification Specifications

As previously discussed, a classification specification is:

*A descriptive summary of duties that serves as a standard against which individual positions are measured to establish their relative ranking. It is a summary of one or more job descriptions, however, is intended to accurately describe the primary function of the classification.*

The classification specifications constructed by an organization provide the standards for their organizational structure, planning and review. They need to be managed and updated as the organization and its needs evolve and change. The classification specifications for WRPS are available from the HR department.

## Questions

For more information regarding the Wetaskiwin Regional Public Schools Human Resources Procedures please contact the Associate Superintendent: Personnel

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## Appendix

[Personnel Request Form](#)