

## MANAGING RESOURCES AND JOB ASSIGNMENTS PROCEDURE

This procedure is governed by its parent policy. Questions regarding this procedure are to be directed to the identified Procedure Administrator.

<b>Functional Category:</b>	Human Resources
<b>Parent Policy:</b>	Position Management Policy
<b>Approval Date:</b>	November 25, 2019
<b>Effective Date:</b>	November 25, 2019
<b>Procedure Owner:</b>	Vice President, People
<b>Procedure Administrator:</b>	Senior Manager, Talent

### Overview:

NorQuest College (college) maintains an effective and efficient organizational structure by routinely reviewing the organization design and balance of Permanent, Term and Casual employees to provide a sustainable, stable workforce, meet operational requirements and provide sufficient flexibility to meet emergent demands.

Based on the operational workforce requirements within a division, the college will determine if the position or work assignment will be permanent, term (term certain, replacement cover-off or project), or a casual assignment.

Authority to establish this procedure is derived from the [NorQuest College Board of Governor's Policy No. 5](#), which delegates authority to the President and CEO to establish policies and procedures for the college's management and operation.

### Procedures:

The college will establish and manage human resources and job assignments as follows:

#### Permanent Positions

Permanent positions are ongoing full or part time and are created using a request form in the [Position and Recruitment Authorization System](#) (known as Position Management or PRAS).

- Before creating a new permanent position, Division Heads will work with Business and Financial Services (B&FS) to confirm related funding and associated budget; and will then consult with their Talent Consultant in People to assess the requirements of the position and organizational design to determine accurate employment category.
- The manager will create a position description detailing the qualifications and job responsibilities.
- The manager completes the on-line request form and hits submit. This will automatically send an email to the Division Head for approval.
- If the position request receives Division Head approval, the next level is Executive Head approval and if approved is automatically sent to Talent and B&FS.
- During the development of the budget, the Division Head or Manager should directly advise B&FS of decisions relating to the status of any position, existing or proposed.
- Talent will follow the job evaluation and classification procedure as identified in this document and notify the manager and update the Human Resource Information Systems.

### **Term Positions**

Term positions are used to augment the permanent complement of positions for situations of six (6) months or longer where a project, replacement need, or where work of a term-certain nature is required for other specified reasons, with a set expiry date. Temporary positions can be full or part time and are created using the request form in PRAS.

To create a term position, Division Heads will work with their Planning and Budget Advisor to confirm related funding and associated budget; and, will then consult with their Talent Consultant to assess the requirements of the position and organizational design to determine accurate employment category.

The manager will create a position description detailing the qualifications and job responsibilities.

- The manager will complete the mandatory fields on the on-line request form and hit submit which will automatically go to the Division Head for approval.
- If approved the request is automatically submitted to Talent and B&FS.
- During the development of the budget, the Division Head or Manager should directly advise B&FS of decisions relating to the status of any position, existing or proposed.
- Talent will follow the job evaluation and classification process, notify the manager and update the Human Resource Systems.

### **Extensions or New Term Offers**

- Talent will provide the Division Head with a report listing term positions that will be expiring one (1) month in advance of the expiry date.
- The Division Head will advise Talent if the position is to be terminated, extended, or a new offer is to be made to the incumbent. They must also advise if there is a change to the Full Time Equivalent (FTE) of the position.
  - If the position is to continue for six (6) months or longer a new term offer should be made to the employee.
  - If the position is to continue for less than six (6) months an extension of the term position should be made to the employee.
  - If the position is to be discontinued, the Division Head should advise the incumbent well in advance of the expiry date. Contact your Talent Consultant for assistance.
- Talent will enter the information in the Human Resource Systems and provide a report to B&FS for tracking budget information.
- In cases where the Term employment must be concluded earlier than the scheduled end date the Manager will advise their Talent Consultant. Talent will prepare a notification letter in accordance with the Employment Standards Code and the manager will advise the incumbent.

### **Replacement (Cover Off) Positions**

Cover off positions are utilized when an incumbent of a permanent or term position is on an extended leave and have a set expiry

date. Cover off positions can be created using a request form in the [Position and Recruitment Authorization System](#).

- To create a cover off position, the Manager will identify the cover off position number, complete the mandatory fields on the on-line request form and submit to the Division Head for approval.
- If approved the request is automatically submitted to Talent and B&FS.
- Talent will enter the information in the Human Resource Systems.
- Talent will identify the cover off position number within the dotted line field of the position being replaced.

### **Secondment Assignments**

Secondments are opportunities that enhance the knowledge and skills of our employees or which augment the college's expertise or resources. These assignments are for internal employees transferred to a different employment category and/or a division for a minimum of six (6) months and not more than two (2) years to help out with a job assignment other than their own.

- Recruitment for internal secondment opportunities will generally follow the Recruitment and Selection Policy, except as may be waived by an Executive Head.
- The terms of the secondment arrangement will be set out in writing prior to the commencement of the secondment assignment.
- At the end of the secondment assignment, the employee will return to their original position or a comparable position with salary, benefits and entitlements accrued as if the secondment had not occurred.
- When an employee is seconded from one employee group to another they will be treated, except for pension purposes, as a member of the new group for the duration of the secondment.

For external secondment opportunities, there will be a written Secondment Contract to cover the agreements between the employee, college and the other Employer.

### **Casual Assignments**

Casual assignments are used to support staffing needs in emergent, or less than 50% time, or short term resourcing situations. The recruitment process of interviews, selection, reference checking is managed by the division using the HR form [Casual \(Hourly\) Commencement Authorization Form](#), which is signed by the Division Head.

#### Ending or Extending Casual Assignments

- When a casual assignment ends, Divisions should advise Talent and indicate on the employee's final casual timesheet or by completing the [Request for ROE and Termination of Casual Employees](#).
- Talent will provide the Division Head with a report of casual assignments that will be expiring one (1) month in advance of the expiry date. The Division Head will advise if the employee's assignment should be extended or terminated.

- On the monthly report, Talent will advise that they will be ending the employment of casual employees who have not worked in the prior 90 day period.
- On an annual basis, Talent will provide a report of substitute instructors that should be terminated.

### **Job Evaluation and Classification**

The college defines the position responsibilities and ensures fair and equitable evaluation of college positions.

The purpose of job evaluation and classification is to establish the relative ranking of jobs for internal equity purposes within an organizational group by means of a systematic and detailed analysis and valuing of the job content. Job evaluation and classification applies to all non-faculty positions at the college.

The focus of job evaluation is on requirements of the position, not the skills and abilities nor the performance of the employee who holds the position. The value of a position therefore is independent of and unrelated to the individual who is the current incumbent.

A point rating system is used by Talent as it permits the consistent comparison and evaluation of positions across the college. It recognizes the compensable factors of education, experience, decision making, leadership, working relationships, initiative to act, physical and working conditions.

The college will maintain and keep current a position description for each position.

#### Classification of New Positions

- The Talent team will review the job description request and complete the necessary classification analysis.
- The Talent Consultant will inform the manager of the classification result.

#### Classification of Existing Positions

When significant changes occur to the duties of a position, the manager may initiate a classification review by:

- Requesting a position reclassification through the [Position and Recruitment Authorization System](#).
  - Completing a new [Position Description](#) identifying all significant changes that have occurred since the last review
- The Talent will inform the manager of the classification result.
- The salary administration procedure will apply when a position is classified to a higher or lower position.
- The effective date of the change will normally be the first of the month in which the completed position description is received by the Talent team.
- Reclassification requests may only be submitted once within any consecutive six (6) month period.

#### **Classification Appeal Process**

In the event that the Manager does not support the classification decision:

- The Manager can file an appeal in writing to the Senior Manager, Talent, stating the reasons for the appeal within five (5) working days of receiving the classification decision.
- The Senior Manager, Talent may support a further review of the classification or reject the request.
- If the request is supported, the Senior Manager, Talent will hold a hearing within 14 days of the appeal submission where both parties will provide their input on the facts relevant to the classification.
- The Vice President, People will issue their decision within five (5) days of the hearing date and the decision is final and binding.

Note: There is a clause within the AUPE Collective Agreement which provides members with an additional process if required.

### **Making Changes to Established Positions**

#### Characteristic Changes to a Position

- Changes to a position should be completed by the manager on the [Position and Recruitment Authorization System](#) for the following position attributes: Job Title, Position Percentage (full time equivalent FTE), Position Report to, Division, Department, Report To (Supervisor).
- Talent will review and update any changes on the Human Resource Systems if required.

#### Combo Code Changes

B&FS uses chart fields to update and track financial transactions through the general ledger. The payroll system uses combo codes to link payroll costs to a combination of chart fields.

- Managers must use the combo codes to advise where to chart payroll earnings when a position is created. This is considered the default combo code. If you want to change that default combo code you must complete the Combo Code Change request form on the [Position and Recruitment Authorization System](#).
- Combo code changes will be updated by the Payroll Administrator on the Payroll System as they are received.

#### **Definitions:**

**Casual Assignment:** means employees employed to meet short term and/or emergent staffing needs, and/or less than half-time employment, and/or where the number of days, weeks, or months required is irregular.

**Division Head:** means anyone who manages a division or multiple divisions. Division Head is responsible for a division(s) reporting directly to an executive and normally includes Deans and Directors but may also include an executive or senior manager.

**Executive Head:** means anyone who manages a division(s) and is a member of the Executive Committee.

**Established Position:** means a position that has been approved, budgeted, classified, and assigned a position number.

**Permanent Position:** means a position designated by the college as continuing to meet the ongoing operational requirements of

NorQuest's core programs. A permanent position may be full time or part time of not less than half time.

**Project Position:** means a position that has a definite end date. These positions are created for a specific project that ends when the project is completed. Normally these positions are for a period of a minimum of six (6) months to one year. The length of the term position shall be determined by the nature and duration of the work that is to be performed. Examples of when you would create this type of position include projects for PeopleSoft Upgrades and Training initiatives.

**Replacement Positions:** replacement positions are created for a cover-off of a position whose occupant is on an approved leave. Normally these positions are for a period of a minimum six (6) months to one year. The length of the term position shall be determined by the nature and duration of the work that is to be performed. Examples of when you would create this type of position include cover-off for maternity, illness, and secondment.

**Term Certain Positions:** term certain positions are created for a very specific reasons such as when funding is available for a specific period of time, there is organizational uncertainty, funding uncertainty, or there may be a new program that the college is piloting. These positions typically are for a period of a minimum six (6) months to up to three (3) years. The length of the term position shall be determined by the nature and duration of the work that is to be performed.

**Term Position:** means a position designated by the college as a project or replacement position or term-certain for other specified reasons, having a set expiry date. A term position shall be at least six (6) months minimum in duration and may be full time or part time and not less than one-half time. The length of the term position shall be determined by the nature and duration of the work that is to be performed.

Related NorQuest College Information:

- [AUPE Collective Agreement](#)
- [Casual \(Hourly\) Commencement Authorization Form](#)
- [Compensation Policy](#)
- [Faculty Collective Agreement](#)
- [Management Terms and Conditions](#)
- [MY HR Human Resource Services Contact](#)
- [Out of Scope Employees Terms and Conditions](#)
- [Position and Recruitment Authorization System \(known as Position Management or PRAS\)](#)
- [Position Description](#)
- [Position Management Policy](#)
- [Request for ROE and Termination of Casual Employees](#)
- [Salary Administration Procedure](#)

Related External Information:

- [Employment Standards Code](#)

Next Review Date:

May 2023

**Revision History:**

June 2015: new (replaces Standard Practice 7.5 Managing Term Employment; 7.01 Organizational Design, 7.03 Position Classification, 7.04 Secondment Opportunities)  
September 2015: update document links  
October 2015: update document links  
August 2019: Compliance Office template & reorganization update and People updated minor changes  
November 2019: review and minor changes