
**Explanatory guide for the job analysis
questionnaire for
senior staff of colleges**

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senior staff of colleges**

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I INTRODUCTION

This guide was designed to assist senior staff members of colleges in writing their job descriptions.

It is important that you complete the job analysis questionnaire clearly and precisely so that it may be easily understood as the job description will form the basis for evaluating your position. The job description will enable the members of the evaluation committee, who are aware of the practices in the network, to fully grasp the reality of your position and to evaluate it objectively.

A well written job description may be short if it was carefully planned. It must clearly identify the job content and not be a mere list of duties. A job description does not measure an individual's effectiveness but rather serves to collect information on the field of activity of the position under study, the level of responsibilities, the major challenges and the complexity of the duties.

Before completing the job analysis questionnaire, it is recommended that you read this document in order to fully understand the questions and their relation to the method selected to evaluate your position. It is also important that the completed questionnaire be signed by the incumbent, the immediate superior or the competent authority in order to validate the information provided.

Under the Pay Equity Act, any evaluation method used to redress the discrepancies in compensation must include the following four factors which are also currently used by various quantitative methods for evaluating job content: know-how, problem solving, accountability and working conditions.

II EVALUATION METHOD AND TOOLS

The pay equity committees dealing with senior staff in the education sector adopted the Hay Method to evaluate positions. While this method complies with legal requirements, the terminology used to identify the four factors and the 12 subfactors are specific to the Hay Method.

It is of utmost importance that your job description contain all the information required to analyze the nature of your work in terms of the various criteria to measure the value of jobs used by the Hay Method.

For the purposes of collecting the data relating to the job evaluations to be conducted in the context of the current pay equity study, the members of the committees decided to use a job analysis questionnaire. An explanatory guide was also prepared to assist senior staff members in completing the questionnaire.

Chapter III of the guide is divided into sections based on the questionnaire attached hereto. Each section and item of the questionnaire are reproduced in this document along with explanations and information in order to assist you in completing the job analysis questionnaire and in writing your job description.

In addition, a general document containing information on the colleges will be made available to those evaluating the positions so that you will be required to describe your job within the organization only.

The job analysis questionnaire developed in the context of the pay equity study dealing with senior staff of colleges and school boards was based on the evaluation system using the Hay Method. The principles of the Hay Method include the following factors:

Know-how

This factor measures the skill and knowledge required to adequately perform the duties inherent in the position regardless of the manner in which they were acquired. There are three dimensions of know-how:

- **specialized know-how** related to practical procedures, specialized techniques and scientific disciplines required to perform the duties inherent in the position;
- **managerial know-how** or ability to manage resources and to coordinate the objectives and activities of the organization;
- **human relations skills** required to influence, convince and motivate other staff members.

Problem solving

This factor examines requirements for initiative and original thinking to resolve problems encountered in performing the duties inherent in the position. Problem solving has two dimensions:

- **thinking environment** refers to the level of assistance or guidance available from other persons or from policies, past practice and precedents. This dimension measures the incumbent's empowerment;
- **thinking challenge** focuses on the variety and complexity of the problems encountered in the position as well as the extent of the mental effort required to deal with the problems.

Accountability

This factor measures the relative effect of the position on certain results and the importance of those results to the organization. There are three components of accountability:

- **freedom to act** is the degree of autonomy that the position has. This fundamental component measures the latitude allowed an incumbent to make and follow up decisions;
- **impact** measures the type of influence or contributory influence of the incumbent on the results expected of the administrative unit or position being considered;
- **magnitude** refers to the area or areas most clearly or primarily affected by the position particularly in terms of the budgets for which the incumbent is responsible.

III JOB ANALYSIS QUESTIONNAIRE FOR SENIOR STAFF

1. IDENTIFICATION OF THE POSITION

Name of college	
Position title	Classification
Department or institution	
Title of immediate superior	Classification

Please complete the section reserved for the identification of the position.

An example of job classification is CD-2 or R-3, class 2.

No section is reserved for the identification of the incumbent as the purpose of the questionnaire is not a performance evaluation, but rather a job evaluation. The questionnaire is not intended to measure an individual's effectiveness.

2. PRIMARY JOB PURPOSE

State the reason or reasons why your job exists and list the main sectors or fields of activity.

In this section, write a brief description outlining the reason or reasons why your job exists. Provide a one or two-sentence statement which describes the overall purpose of the position and how it differs from positions of a lower or higher level in the hierarchical structure. Focus on the essential job functions.

3. PRINCIPAL DUTIES AND RESPONSIBILITIES

Describe clearly and precisely, in order of importance, the principal and usual duties and responsibilities that you perform and specify the percentage of time devoted to each one on a yearly basis.	%

In this section, describe clearly and concisely the main duties of your position.

Generally, job descriptions begin with action verbs which describe the tasks performed (what). Each task specifies the methods used (how) and the expected end result (why).

It is important to list the duties of the position in order of importance, beginning with the duty that requires the greatest amount of time.

In general, between six and ten statements should suffice to describe the most significant duties of your position.

4. KNOW-HOW

We have already defined know-how as the sum total of every kind of knowledge and skill required to adequately perform the duties inherent in the position regardless of the manner in which they were acquired.

Two fundamental ideas emerge from this definition. On the one hand, the expression “regardless of the manner in which they were acquired” means there can be no automatic evaluation of the knowledge and skills linked directly to the level of schooling or years of experience. Under the Hay Method, it is important to demonstrate why it is necessary to have a certain level of knowledge and experience in performing the duties related to the job.

On the other hand, the expression “to adequately perform the duties inherent in the position” means that the know-how needed for a performance which meets all the requirements of the position is measured regardless of the incumbent’s effectiveness.

4.1 Skills

Briefly describe the nature and variety of the skills which, in your opinion, are required to perform your job.

The purpose of this question is not to measure your level of schooling and years of experience, but rather to describe the three dimensions of specialized know-how: practical procedures, specialized techniques and scientific disciplines. This knowledge may have been acquired either through schooling or experience.

In describing the knowledge required, you should indicate whether your position requires specialized knowledge in a given area or general knowledge in many areas.

4.3 *Human relations*

Briefly describe the human relations skills required to perform your duties.

This question is used to measure the human relations skills required in your position, such as:

- ? good working relations with colleagues;
- ? listening skills;
- ? tact and diplomacy;
- ? empathy;
- ? persuasiveness;
- ? negotiation skills;
- ? ability to delegate to subordinates;
- ? ability to motivate and lead work teams.

Human relations skills include the skills needed to deal with subordinates, peers, superiors, population served or users outside the institution. The importance of human relations in a position is related to the types of interpersonal relations that must be established and maintained in order to attain the objectives set.

5. PROBLEM SOLVING

Problem solving considers the level of initiative and original thinking needed to resolve problems encountered in the course of work.

This criterion measures the degree to which the mental processes must be applied to the required knowledge in order to identify and find solutions to problems or challenges that you may face. It also aims to evaluate the variety of contexts in which this mental process takes place.

When answering the questions in this section, consider normal work situations rather than occasional situations of a more complex nature.

5.1 *Complexity of problems related to the job*

Identify the major problem areas encountered in performing your duties.
Identify the major challenges that you face in performing your duties.

The answers to these questions will measure the complexity of the thinking process required to perform your duties. You must first describe the major problems or difficulties associated with your job. Secondly, you may describe the aspects of your job that represent the greatest challenges or the primary objectives to be attained. You may also describe the most important decisions you must make.

5.2 Legal and administrative framework

To what extent are your duties governed by the existing laws, policies, administrative practices, procedures or regulations?

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Specify in which situations you are required to call upon other persons or administrative units for assistance in performing your duties.

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This section examines the level of assistance or help available in performing your duties. This assistance or help may come from other persons in the organization or be defined in the objectives pursued by your department or institution as a whole in relation to existing laws, policies, administrative practices, procedures or rules.

6. ACCOUNTABILITY

This factor corresponds to the effect of the job on certain end results and the importance of those results to the organization.

While the preceding questions dealt with the total know-how required to adequately perform the duties of your position as well as the mental effort required in terms of thinking and problem solving, the latitude permitted to bring about certain specific results or to influence the results to be achieved must also be considered in order to measure the extent of the results and the direct influence of your position on those results.

6.1 *Freedom to act*

Describe your degree of autonomy as well as the nature and frequency of the supervision received from your immediate superior in performing your duties.

The answer to this question measures the latitude you are given to take action, follow up on your decisions and participate in developing the activities of the sector. That is why you must also specify the nature and scope of the controls to which your position is subject.

Your freedom to act is circumscribed by the existing relationship with your hierarchical superiors as well as the management systems in place.

Describe, in the context of your job, the nature and frequency of internal and external communications as well as the categories of people for whom they are intended.

Describe the most significant contacts you are likely to have within the organization with other administrative units or the population served as well as outside the organization with various interveners.

6.2 Impact on results

Describe the kind of effect that your job has on the objectives and programs of your administrative unit, other administrative units or the organization as a whole.
Provide examples of the consequences that your decisions and recommendations may have on the organization or the population served.

This section measures the effect and contributory influence of your position on the organization, taking into account the main reason why your administrative unit exists in relation to the objectives and programs of your institution.

6.3 Magnitude of responsibilities

This section is designed to evaluate the level of management responsibilities. It also measures the dimension of the sphere of activities affected by your position. It includes three major parts:

1. Responsibility for human resources management

This section illustrates the number of employees, by category, under your direct and indirect supervision within your administrative unit.

CATEGORY OF EMPLOYMENT	Number of persons under your direct supervision		Number of persons under your indirect responsibility	
	Persons	FTE*	Persons	FTE*
Senior staff (D and C)				
Managers				
Professors				
Professionals				
Support staff				
Other (specify):				
Subtotal:	A	B	C	D
Total number of persons under your direct and indirect responsibility	Persons (A + C) =			
	FTE (B + D) =			

* Full-time equivalent

2. Responsibility for financial resources management

Indicate the extent of the budget you must manage for the current fiscal year. Specify the expenses and revenue, where applicable, on which your position has a direct impact.

You must first indicate the financial data of the administrative unit or sector that you oversee. The total financial data of the organization where you work will come from another source and made available to the job evaluation committees.

However, you must describe the situations in which the responsibility for financial resources management is shared with another institution, your institution or college, the MEQ and whether the budget is administered centrally or delegated to your administrative unit or institution.

The financial data of the 2001-2002 budgetary year are required.

Indicate the financial management responsibilities on which the position has a direct impact on the management of an administrative unit or a sector of activity.

Budget of the administrative unit for which you are responsible	
Operating budget excluding salary mass:	_____
Salary mass budget including professors, if need be:	_____
Other budgets (specify):	_____
Total:	
Percentage of budget deriving from independent sources:	_____
For other than management positions, indicate the total budget of the directorate to which you belong:	_____
Total budget of the directorate:	_____

Notes:

- ✓ Administrative unit means the directorate(s) or sector(s).
- ✓ The operating budget includes the grants and all revenue as well as the capital budgets.
- ✓ Please identify any other budget (costs related to collective agreements and professional development activities, endowments, etc.)

3. *Other quantitative data*

Provide any other quantitative data necessary for a clear understanding of your job (number of buildings, population of your institution or centre, meals, services provided, and so on).

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6.4 *Organizational framework*

Situate your position in the administrative structure of the organization and the administrative unit. If need be, reproduce the pertinent organization chart or charts.

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7. **SPECIFIC WORKING CONDITIONS**

Working conditions measure the intensity, frequency and duration of the physical, environmental, sensorial or psychological conditions under which you must perform the duties related to your job. Specify, if need be, working conditions specific to your job over which you have no control.

7.1 *Physical environment*

Briefly describe the characteristics of your work environment.

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7.2 Physical effort and sensory attention

Briefly describe the physical effort and the highest level of vigilance and concentration required by your job (intensity, duration and frequency).

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7.3 Mental stress

Briefly describe the factors inherent in the work process or environment which increase the risk of tension and anxiety (intensity, duration and frequency).

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8. ADDITIONAL INFORMATION

Append any other document and, if necessary, any additional information that you consider useful for a clear understanding of the nature of your job.

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9. SIGNATURES

The final step in this process is to collect signatures from you and your immediate superior or the competent authority so as to validate the information provided.

This duly completed questionnaire is an accurate and complete representation of the responsibilities inherent in my job.	
_____ Incumbent's name (block letters)	
_____ Incumbent's signature	_____ Date
_____ Name of immediate superior or competent authority (block letters)	
_____ Signature of immediate superior or competent authority	_____ Date