



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.

Functional category	Human Resources
Parent policy	Position Management Policy
Approval date	June 10, 2024
Effective date	June 10, 2024
Procedure owner	Vice President, People, Culture & Equity
Procedure administrator	Manager, People

Overview

NorQuest College (college) maintains an effective and efficient organizational structure by routinely reviewing the organization design, spans across and the layers below management positions, and balance of Permanent, Term, and Casual employees to provide a sustainable and 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 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.

Procedure

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

Permanent and Term Positions

- Permanent positions are ongoing full or part time. Part time positions are at least one-half the hours of a comparable full time position. Term positions are used to augment the permanent complement of positions for periods of six (6) months or longer where a project, replacement need, or work is required for other specified reasons, with a set expiry date. Term positions can be full or part time. Successive term positions do not have the effect of converting a term position into a permanent position. Before creating a new permanent or term position, People Leaders will work with their Human Resources Business Partner (HRBP) to confirm the appropriate workforce plan, including organizational design and accurate employment category. People Leaders will then work with the Business and Budget Planning area to confirm related funding and associated budget.
- The People Leader will create a position description detailing the qualifications and job responsibilities and send the completed position description to the Division Head for approval.
- The HRBP will be informed of the approval by the Division Head and will follow the job evaluation and classification process.
- The People Leader will be notified of the classification decision by the HRBP.
- The People Leader will complete and sign, based on appropriate signing authority, the [Staffing FTE Change Request Form](#) and send the form to careers@norquest.ca.

Term Assignment Extensions or New Term Offers

- As part of the workforce planning and management process, People and Talent Operations will review the status of term positions monthly. They

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 People Leader will advise their HRBP 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 be extended, an extension of the term position should be made to the employee.
 - If the position is to be ended, the People Leader advises the incumbent well in advance of the expiry date.
- Talent Operations will enter the information in the Human Resources Systems and provide a report to Financial Services for tracking budget and position information.
- In cases where the Term employment must be concluded earlier than the scheduled end date, the People Leader will advise their HRBP. The People department will prepare a notification letter in accordance with appropriate legislation and the People Leader 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. The expiry date may change depending on operational requirements. The People Leader will advise their HRBP if the Cover Off Position is to be ended. In this case, the People Leader will advise the incumbent well in advance of the expiry date. To create a cover off position, the People Leader will complete and sign, based on appropriate signing authority, the [Staffing FTE Change Request Form](#). The People Leader will then send the form to careers@norquest.ca.

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 for a minimum of six (6) months and not more than three (3) years to perform in a job assignment other than their own.

- Recruitment for internal secondment opportunities will generally follow the [Talent Acquisition 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.
- 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.
- At the end of the secondment assignment, the employee will return to their original position or a comparable position. Salary, benefits, vacation entitlements, and eligibility for leaves will be adjusted as if the secondment had not occurred.
- If the secondment assignment extends beyond an existing term assignment, upon completion of the secondment, the seconded individual's employment will end with no further notice.

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 mean employees employed to meet short term staffing needs for less than six months duration, and/or less than half-time employment, and/or where the number of days, weeks, or months required is irregular. The recruitment process is managed by the division using the HR form [Casual \(Hourly\) Commencement Authorization Form](#) which is supported by the People department. People Leaders are to submit the form to careers@norquest.ca.

Ending or Extending Casual Assignments

- When a casual assignment ends, People Leaders should advise the Talent Operations department and indicate on the [Leaving the College Clearance Form](#) the employee's last day of work. The People department will provide the People Leader with a report of casual assignments that will be expiring one (1) month in advance of the expiry date. The People

Leader will advise the HRBP if the employee's assignment should be extended or terminated.

- On the monthly report, the People department 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, the People department 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 the job evaluation and classification process 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 education and /or related and relevant lived experience 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 and comparator analysis system is used by the People department 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, and physical and working conditions.

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

Classification of New Positions

The business area develops a new position description and forwards it to the HRBP for review.

- The HRBP reviews the Job Description and completes an initial classification analysis.
- The Classification Committee reviews the Job Description and the classification analysis. They will discuss and come to a final decision on classification result.
- The classification process includes consideration of the college's organizational design principles, best practices, and consistency in approach across the college as it relates to position titles.
- The HRBP informs the People Leader of the classification result.
- The classification process may take up to four weeks to complete.

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 review by providing an updated position description to the HRBP identifying through the Track Changes feature within Word, all significant changes that have occurred since the last review.
- The HRBP reviews the updated Job Description and complete an initial classification analysis.
- The Classification Committee reviews the Job Description and the classification analysis. They discuss and come to a final decision on classification result.
- The classification review process includes consideration of the college's organizational design principles, best practices, and consistency in approach across the college as it relates to position titles.
- The classification review may take up to four weeks to complete.
- The HRBP informs the Manager of the classification review 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 be the date the classification request was received by People & Talent Operations. Reclassification requests may only be submitted once within any consecutive six (6) month period.

Classification Appeal Process

In the event that the People Leader does not agree with the classification decision:

- The People Leader can file an appeal in writing to the Director, People & Talent Operations stating the reasons for the appeal within five (5) working days of receiving the classification decision.
- The Director, People & Talent Operations may support a further review of the classification or reject the request.
- If the request is supported, the Director, People & Talent Operations will hold a hearing within 15 working days of the appeal submission where both parties may provide their input on the facts relevant to the classification.
- The Director, People & Talent Operations 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 using the [Staffing FTE Change Request Form](#) for the following position attributes: Job Title, Position Percentage (full time equivalent FTE), Position Report to, Division, Department, Report To (Supervisor).
- Talent Operations will review and update any changes to the Human Resource Information System if required.

Combo Code Changes

Financial Services 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.

- People Leaders 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 a change to the default combo code is to be made, the [Staffing FTE Change Request Form](#) must be completed.
- Combo code changes will be updated by Payroll 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 People Leader.

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 information

NorQuest College

- [AUPE Collective Agreement](#)
- [Casual \(Hourly\) Commencement Authorization Form](#)
- [Compensation Policy](#)
- [Faculty Collective Agreement](#)
- [Leaving the College Clearance Form](#)
- [Management Terms and Conditions](#)
- [MY HR Human Resource Services Contact](#)
- [Out of Scope Employees Terms and Conditions](#)
- [Position Description](#)
- [Position Management Policy](#)
- [Request for ROE and Termination of Casual Employees](#)
- [Salary Administration Procedure](#)
- [Staffing FTE Change Request Form](#)

External

- [Employment Standards Code](#)

Next review date

June 2028

Revision history

Date	Version Number	Action
June 2015	V1	New (replaces Standard Practice 7.5 Managing Term Employment; 7.01 Organizational Design, 7.03 Position Classification, 7.04 Secondment Opportunities).
September 2015	V2	Update document links.
October 2015	V3	Update document links.
August 2019	V4 (published as V3-C)	Compliance Office template & reorganization update and People updated minor changes.
November 2019	V5 (published as V4)	Review and minor changes.
June 2024	V6	Review and simplification for perm and term process, added links to new forms, clarified dept names for responsible actions and updated times and added details for classification and classification review process