 JOB EVALUATION	Human Resources Manual
Job Description – Senior Management Positions	Section 401 (b)

SENIOR MANAGEMENT JOB DESCRIPTIONS

PURPOSE

1. Although the Government of Nunavut utilizes a standard job description as described in Section 401(a), for all jobs, management jobs may be more effectively described using the format outlined in this section. Departments may use the format of their choice as long as the description contains all the required components for evaluation.

APPLICATION


2. These guidelines and procedures apply to all positions in the senior management group.

PROVISIONS

3. A job description (See Sample in Appendix A) generally does not generally exceed four, typewritten pages.
4. A senior management job description should:
 - clarify what functions and objectives the incumbent is paid to accomplish;
 - serve as a record of the agreement between the incumbent and the supervisor on work goals and objectives;
 - provide the basis for establishing criteria for recruitment, selection and placement;
 - serve as the foundation for developing performance standards and measures;
 - provide a basis for appraising an employee's performance;
 - serve as a means of communication for improved work planning and feedback;
 - provide a basis for identifying reasonable promotional ladders for employees.

JOB DESCRIPTION FORMAT

5. **General Accountability** - This section requires a brief, but specific, statement (3-4 lines) explaining why the senior management position exists.

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- What is its primary purpose for being included in the organization?
 - What is the person in this position responsible for achieving?
6. This section does not include a detailed list of how the activity is accomplished nor does it include a lengthy review of the operation, its problems, or the personal opinions of the person in the position. It states WHY the position exists.
7. The statement should clearly distinguish this job from all other ones. In particular, it should differentiate this job from the supervisor's job, from subordinate jobs and from different jobs at the same level.

EXAMPLES:


"The Director, Engineering, is accountable for the design of civil engineering components of capital projects to ensure they meet overall design concepts and for defining and maintaining the professional standard of all civil engineering in the organization through suitable controls and specifications."

"The Director of Operations is accountable for directing and controlling the purchasing, production and transportation functions to ensure cost-effective and timely production and shipping of products consistent with department policy and objectives."

8. Nature and Scope - This section should provide a clear, concise overview of the management position. The length of this section varies (1-3 pages) depending on the complexity of the position:
- To which position does the senior manager report?
 - What other jobs report to the incumbent's supervisor?

If the relationships between the jobs are not clear from the titles or context, add a sentence or so explaining the special relationships. There may be several jobs with the same title as the position being described. Are the jobs the same? If not, explain why and how the jobs differ.

- i. Organization of subordinate activities and composition of supporting staff:

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- List the positions reporting directly to the incumbent?
- What do they do (briefly) and how do they do it? (not why)
- How many fall within the senior manager's responsibility?
- Are there special relationships with or between subordinates?
- Are there any other noteworthy features?

In the case of a senior manager who may not be responsible for a supporting group or staff, this section outlines the relationships that the position has with other positions or departments. It should also include some typical examples of those relationships.

ii. Narrative describing the job.

This section includes information on the organization, division, department, and function, services and processes that give an understanding of the environment in which the position operates.

- What are the main responsibilities of the job?
- Where does the work come from?
- Where does it go?
- Why is this job there?

What does this job do?


- What are the methods used to achieve major objectives?
- What assistance is available and from whom?

What obstacles may have to be overcome?

- Describe the major technical and management challenges to the incumbent. Briefly give examples of difficult problems encountered by the incumbent and how these problems might be handled.

What are the nature and source of controls, which limit or extend the incumbent's ability to make final decisions?

- e.g. freedom to change prices or distribution methods, make capital expenditures, deploy staff or alter organization.

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- Is participation on committees or task forces required? Is there a responsibility for intergovernmental or community relations?
- What are the significant internal or external relationships?
- Is there anything not already covered but which is important for a clear understanding of the job?

9. **Dimensions** - in this section, measurable areas upon which the position has either direct or indirect impact are recorded. It will include data on the following:

- i. the number of people supervised
- ii. the annual payroll of those supervised
- iii. the annual operating budget
- iv. the annual cost of materials purchased or used
- v. capital budget
- vi. other significant indicators such as:
- vii. dollar value of claims processed
- viii. impact on departmental/organizational budget or payroll.


Note: Must use FMB approved budgets.

10. **Specific Accountabilities** - this section formally defines the end results of the job. This does not mean a list of activities or duties, but rather fairly broad statements of what the job is intended to accomplish.

11. Each accountability relates to an important end result, which must be accomplished and implies how, and how well, the end result is to be achieved. An example of this would be:

“Improve performance and assure management succession by acquiring, training, developing and motivating the division employees.”

12. For the most part, the four to eight specific accountabilities are derived from the information in the nature and scope. The main points made about the job in that section should be paralleled by specific accountabilities.


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13. A 50% (fifty percent) change in duties of an encumbered position requires that a new position be created.
14. The supervisor drafts a job description using the proper format.
15. Consultation with the incumbent on the draft job description is recommended at this point.
16. The supervisor and the Deputy Head sign the official, final version of the job description.
17. The Deputy Head forwards the job description to the Director Job Evaluation for evaluation.

CONTACTS

18. For clarification or more information on this topic contact:

**Director, Job Evaluation
Department of Human Resources
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Director Research and Library Services

Subordinates

A total of six staff report directly to the Director of Corporate Services:


Finance Manager
Management Systems Coordinators (2)
Facilities Manager
Human Resource Development Officer
Administration Services Officer

Nature and Scope

Since the establishment of the Government in 1999, the Legislature has moved into a permanent building and has acted aggressively to establish the framework of operating procedures and policies essential to the effective operation of the newly elected body. The 19 members of the Legislative Assembly represent constituents in 28 widely scattered communities across Nunavut, spread out over 3 time zones. The Nunavut Legislative Assembly is one of only 2 operating in Canada with a consensus system of Government. The absence of party structures allows each member to vote with their conscience on any subject matter. Approval of any decision requires agreement by a majority of Members. Given the divergence of views and the variety of needs for each Member of the Legislative Assembly, the Director will be challenged to establish support systems that are responsive and flexible, but which incorporate controls allowing for conformance with the Financial Administration Act.

In the provision of human resource support to Members and staff, the Director must be mindful of the fact that, although the staff of the Legislative Assembly are public servants, the Management and Services Board, under the provisions of the Legislative Assembly and Executive Council Act, has the ability to suspend or vary the application of the Public Service Act as it applies to the employees of the Office of the Legislative Assembly. As well, the Board has the legal prerogative to determine the services to be provided to Members and can dictate the roles of officers of the Legislative Assembly. This is significantly different than the situation for other public servants and requires the Director to find creative ways of providing input to ensure that Board decision making takes into account the capacity of the system to respond.

The Director is the primary officer responsible for providing logistical services to Members. This ranges from making sure the Legislative Assembly building is

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maintained and repaired to an acceptable standard, through providing technical support for computer software and hardware, providing member travel services, paying Member indemnities and the salaries for constituency assistants, to purchasing and paying supplier invoices. In addition, the Director is accountable for budget development and control along with preparation of expenditure forecasts. These wide ranging responsibilities will challenge the Director to be an effective manager of his own time while utilizing proven staff motivational skills to get the maximum contribution possible from each employee.

Dimensions

Person Years: 9
O&M Budget: \$3.2 million
Capital Budget: N/A
Spending Authority: Full within budget

Specific Accountabilities

- Coordinating recruitment and the provision of a full range of human resource management services for the Legislative Assembly, including pay and benefits administration for Members, constituency assistants and staff;
- Coordinating Members travel and administering travel claims for the organization;
- Managing the maintenance, security and operation of the Legislative Assembly building;
- Providing information technology services to the Assembly, including purchasing and maintaining hardware and software to satisfy the needs of the organization;
- Planning and managing the workload of the Corporate Services Division and establishing priorities for subordinate staff;
- Evaluating or causing to be evaluated the performance of staff and providing staff development opportunities to allow staff to develop their professional capacity;

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- Coordinating the development of the capital and O&M budget for the Legislative Assembly;
- Providing standard financial management reports for the use of managers, coordinating the variance reporting process and developing financial projections to assist in budget management;
- Providing regular reports to the Clerk, individual MLAs and legislative committees as required. Written reports must be prepared, presented and/or tabled in Inuktitut and English;
- Preparing financial statements for the Members pension plans for purposes of audit and regular reporting, and advising Members of their benefits under the plans;
- Developing and implementing effective budget controls for the Legislative Assembly and assisting managers to manage the budget in accordance with the Legislative Assembly and Executive Council Act and the Financial Administration Act;
- Providing advice on the acts and the procedures pertaining to the holding of elections and plebiscites, including advice on the tax implications of these Acts;
- Participating in meetings of the Management Members Services Board as requested and providing professional financial advice;
- Interpreting the Financial Administration Act, the Income Tax Act, the Legislative Assembly and Executive Council Act, the Legislative Assembly Retiring Allowances Act, for the Clerk and Members of the Legislative Assembly;
- Participating as a member of the senior management team to develop and implement a long term vision for the Office of the Legislative Assembly;
- As the Senior Accounting Officer of the Legislative Assembly, the Director exercises spending and payment authority and ensures that budgeting and budget control, expenditure processing, revenue management and accounting are managed in accordance with the requirements of the Financial Administration manual.