Updated by Human Resources – Effective January, 2017
Job Description Handbook
Step by Step Guidelines for Writing Job Descriptions at the City of Regina


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Section 1 - Overview & Best Practices

Purpose of this Guide
Well-written up-to-date job descriptions are an effective resource for supervisors and employees. This guide is designed to provide job description best practice information using a practical approach. The objective is to ensure supervisors and employees are able to successfully write job descriptions for In-Scope jobs. Human Resources is responsible for maintaining Out-of-Scope job descriptions, in consultation with the client.

Why do we need JDs?
The Job Description (JD) identifies the essential functions of a job, and the specific qualifications needed to successfully perform those functions. The JD is generally considered the main source of information about a job for a business area and the organization.

What is a JD used for?
Job Evaluation – the job description is used to describe the minimum duties and responsibilities required to successfully perform a job. These duties and responsibilities are then rated using the appropriate Point-Factor Job Evaluation System, and a classification level is determined for the position. Attached to the classification level is pay level, so the job description is critical in ensuring that the appropriate pay level is associated with the duties and responsibilities assigned.

Recruitment – the job description is a useful information source for recruiting candidates. Selection criteria is taken from the JD and is included in the job ad. Remember – just because you have a vacancy doesn’t mean you need to update the job description. When preparing a job ad/bulletin you have the ability to use creative language that will attract candidates. A recruitment ad does not need to be a “copy of the job description” as long as you include selection criteria. Well written JDs, containing 5-10 essential functions with directly related qualifications do not need to be updated on a regular basis (including for job vacancies), rather only when there are significant changes to the role/business area.

Employee Role Clarity –
Five questions employees need answers to:

- What is my job?
- How does it fit into the bigger picture?
- How do I contribute to the success of the work unit/organization?

- How am I doing?
- If I’m doing a good job, tell me, reward me!
- If not, coach me

- What are my career development opportunities?

The job description can be a useful reference in support of role clarity and accountability. Although the JD should not be used exclusively as a coaching tool to set employee expectations, it is a useful resource for this purpose because it contains the core responsibilities of a role. Responsibilities outlined in a JD may be referenced when supervisors and employees have regular coaching conversations to set PDE expectations, develop work plans, and career development plans. Typically,
better results are achieved when supervisors and employees work in partnership, using JDs and other tools to establish work plans and expectations, etc. – this encourages employees to take ownership and accountability for their behaviour, performance and careers.

When should a new JD be completed?
The trigger to create a new or updated JD is typically changing business needs. Changes to customer service level expectations, legislation/regulations, or technology are all some of the examples of what could lead to the following situations which require that a new or updated JD are developed:

- A new job is created
- The essential functions required of a job have changed significantly (this may result in a change to the qualifications required to perform the job)
- A job is affected by organizational realignment and/or a change to reporting relationships

If you are unsure as to whether you need to create or update a JD, please contact your HR Representative.

Note: See Appendix D (Process Flow Charts)

Who is responsible for JDs?
HR is responsible for governance of job descriptions by providing corporate guidance on best practices, and standards. HR also coordinates the administration of JDs and maintains a file of the official version of all job descriptions.

Departments are expected to ensure their job descriptions reflect the functional requirements of the role and mandate of their department/division. Business areas are responsible and accountable to follow best practices, policies, collective agreements and legislation.

Who writes JDs?
Business area representatives are closest to the work being performed and are best positioned to describe the requirements of the role. The immediate supervisor or the employee can complete the In-Scope job description, depending on which person is more familiar with the position. If the incumbent is new to the job or the position is new, the supervisor may wish to complete the job description. If the employee completes it, the supervisor needs to validate it.

Human Resources is responsible for writing and maintaining Out-of-Scope job descriptions, in consultation with the client department.

Client departments are encouraged to contact their HR 1st point of contact for advice and support to help put quality JDs in place. The HR 1st point of contact also has the ability to bring in additional HR consulting support to provide services where required. An HR Consultant/Associate can partner with the supervisor to help identify the functional needs of the business area and support the design and articulation of the role to ensure it matches the needs of the business.

Keys to Success

- Well written JDs, with other resources like PDEs, workplans and individual development plans help provide clear roles and expectations that support manager-employee coaching
conversations. This helps supervisors create an environment where employees can demonstrate ownership and accountability for their performance, behaviour and careers.

- JD duties/responsibilities should be written at a core function level, not at a task level (5-10 broad responsibility statements is best). JDs at a task level lead to an entitlement perspective; “it’s not in my job description”.
- JD duties/responsibilities drive the qualifications required to successfully perform the job (there needs to be a direct link). The qualifications should be the minimum that an employee would need to successfully perform the work.
- Creating a longer list of duties and/or qualifications on a JD does not make a job evaluation rating higher. Job Evaluation Raters compare JE requests and JDs against the criteria in point factor job evaluation systems where volume of tasks and qualifications that exceed the requirements of the role do not contribute to a higher score. Although there are differences within individual job evaluation plans, generally all plans are based on the following 4 categories; skill, effort, responsibility and working environment.
- The need to fill a vacancy should not automatically lead to JD changes – hiring supervisors can be creative with job advertisements (job postings do not need to be a copy of the job description)
- Keep it simple – write in clear, plain language and keep it as short and concise as possible. The best JDs are those that get used!

Section 2 – Writing the Job Description

Getting started
The most difficult part of writing a position description is getting started. Reviewing the existing JD or other job descriptions, and following a standardized format will assist you in getting started.
To find an existing JD go to InSite/Staff Stuff/Job: Descriptions. To search for a job description, just enter the position title into the “google-style” search box.

Note: If you are making significant changes to a job description, a job evaluation review will be required. New positions will need to be forwarded to the unions for agreement regarding appropriate jurisdiction in addition to JE review.

Job Description Template
The following template provides the major categories that you should include in your job description. This template can be found on InSite at Staff Stuff/Job: Descriptions.

JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Consult HR if you have questions regarding title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Number:</td>
<td>Xxx</td>
</tr>
<tr>
<td>Division:</td>
<td>Place your division here</td>
</tr>
<tr>
<td>Department:</td>
<td>Place you dept here</td>
</tr>
</tbody>
</table>
NATURE OF WORK:

Provide a brief description of the general nature of the position; an overview of why the job exists; and what the job is to accomplish.

- The job summary is usually no more than 2-4 sentences long
- Best practice is to write this section last...

Think of it as an essay question: “describe the essence of the job in 30 words or less”.

Examples:
In an environment that supports continuous improvement and under the general direction of the Controller/Manager of Strategic Services/Policy Analyst, this position is responsible for researching policy alternatives, recommending policy direction and documenting policy and procedures. This position will conduct work process reviews of the areas within the given area and use these findings in establishing policy and procedures.

This position provides complex administrative support work in the Planning and Sustainability Department. This position is responsible to provide exceptional customer service to internal and external customers and to prepare complex correspondence and reports. This position reports to the Coordinator, Sustainable Communities

DUTIES AND RESPONSIBILITIES:

Identify 5 – 10 essential functions that this role is accountable to perform. If you have more that 10 core functions listed you probably have some statements listed at a task level that could be grouped under other functions.

Step 1: Randomly list all of the activities. Begin by using a working document and list all the activities that are required to be performed.

Step 2: Group all of the activities into duties and responsibilities. Normally, all the activities can be grouped into 5 – 10 different categories, each covering a duty or responsibility. This avoids overlaps in the job description and helps clarify what the job is responsible for. Create a responsibility statement and use the activities to clarify how the duty is performed. A duty or responsibility statement consists of these three parts:

- Action Verb (examples attached)
- Object or “What”
- Purpose or Outcome

Step 3: Prioritize duties/ responsiblities by listing in descending order of importance to the role.

Examples:
Review drawings, specifications, plans, and applications from engineering consultants and developers to ensure they meet City standards and requirements.

Responsible for the overall co-ordination and administration of corporate performance
development system assuring it is aligned with the corporate strategic direction.

Identifies and provides background information and recommendation on public policy issues which potentially impact the City’s operations, structure, or business objectives.

Prepare and proof complex documents and reports which may be submitted to City Council and committees.

Interpret legislation and communicate specifications, route plans, diagrams, manuals, work orders and city policies and standards to employees to ensure compliance with requirements.

Responsible to operate all machinery associated to duties, ensuring equipment is properly utilized and maintained.

Maintains an inventory, and controls use of, facility and program equipment and supplies and ensures any equipment required by users is available and secured after each use.

May perform other duties as required.

**Note: Please refer to Appendices B and C for additional information on writing Duties and Responsibilities.**

**QUALIFICATIONS:**

*State the minimum, bona-fide occupational qualifications required to successfully perform the essential functions listed in the responsibilities section. Remember that the qualifications need to be directly linked to the capability to perform the job. These are the qualifications that are necessary for someone to be considered for the position during a recruitment process.*

*All qualifications must comply with provincial human rights legislation.*

**Knowledge, Abilities and Skills:**

**Examples:**
Demonstrated ability to align staff individual work plans through goal setting and coaching to achieve established objectives.

Advanced ability to set priorities, provide advice and direction, through influence management in complex environments.

Demonstrated knowledge and skill in the use of building maintenance and basic repair practices and procedures, equipment and tools.

Knowledge of current and relevant technology particularly as it relates to municipal infrastructure, management and operation.
Demonstrated knowledge and skill in the application of standards, methods and practices of grounds maintenance (i.e. turf maintenance and repair, athletic field maintenance, outdoor recreational ice maintenance, planting and maintenance of annual and perennial flower beds, trees and shrubs).

Considerable knowledge of current word processing, spreadsheets, presentation and database software applications.

Knowledge of the City's accounting and budgeting processes, financial systems, policies and procedures particularly as they relate to cash management.

**Education and Experience:**

**Education** - identifies the formal education required of someone who has the ability to get the job done. It may help if you consider the statements you would use if the job was vacant and you were advertising the vacancy. Education will continue to be included as considerations during recruitment and will not be shown in Out-of-Scope job descriptions any more.

**Experience** - relates closely to the job although it need not be gained in the work environment. For example, if the required experience in the job description for a job dealing with a particular group of people or the general public states, “3 years experience dealing with the public”, this identifies the type of experience required versus how the person obtained the experience.

Licenses, Certifications and Registration - indicate whether a particular credential, license, certification, or professional designation is required by legislation. Specify here only those credentials required to fulfill the requirements of the job, not ones that may be desirable.

Educational requirements for In-Scope jobs should include the option of “equivalency of experience or combination thereof” through the use of the following introduction: “Typically the knowledge, skills and abilities are obtained through…..”

Where Educational requirements are absolutely necessary (e.g. duties assigned require Journeyperson status by law), eliminate the word ‘typically’. (“The knowledge, skills and attributes are obtained through successful completion of...”).

**Examples:**
Typically, the knowledge, skills and ability are obtained through the completion of a University degree in Business, Economics, or a related field coupled with three (3) to five (5) years experience in policy development, needs analysis and research. Training in policy analysis and research is desirable.

Typically the knowledge, skills and abilities required for this position are obtained through completion of grade twelve (12) and a minimum of three (3) years related experience in a frontline office environment. Experience in the use of advanced functions of computers including Windows-Based software such as Microsoft Office Suite is essential.

University Engineering degree with five (5) years of professional engineering experience in building design, construction and/or maintenance or other related field. Registered or eligible for registration as a professional Engineer in the Province of Saskatchewan. A working knowledge of AutoCAD would be an asset.
WORKING/OTHER CONDITIONS:

Use this section to refer to uncommon conditions which the work of the position is performed such as a requirement to be on-call, work outside normal working hours, and physically demanding work.

Examples:
Must complete a criminal record check.

Responds to call-outs and emergencies as required.

Must possess a valid Class 5 Licence with the capability to upgrade to a 1A Licence and obtain the necessary equipment certification within the probationary period.

The work is performed indoors in generally good working conditions, however, some disagreeable conditions such as dust, odours and noise may exist.

Must be able and willing to perform work of a physical nature in field environments and inclement conditions.

Tips for writing a quality Qualification Section:

☞ Identify what education and experience is minimally required to successfully carry out the essential functions of the job.
☞ Remember to think in terms of the job not the person.
☞ Identify specific knowledge, skills, and abilities (KSAs) needed to successfully perform the essential functions of the job.
☞ Only list the KSAs needed to achieve the desired results, not those the ideal candidate might possess.
☞ Include any special requirements such as a valid driver’s license if applicable.
☞ Avoid using technical terms, acronyms or abbreviations when possible.
☞ Try to rephrase organizational related qualification and/or skills to avoid limiting your pool of potential qualified applicants that could easily adapt and learn City of Regina specific tools.
☞ When including qualifications that are not considered the minimum standard to perform the work, it is imperative that they are noted as “preferred or assets”. Otherwise, you will be in contravention of policy and legislative requirements.
Appendix A: Job Description Template (version without examples)

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**QUALIFICATIONS:**

State the minimum, bona-fide occupational qualifications required to successfully perform the essential functions listed in the responsibilities section. Remember that the qualifications need to be directly linked to the capability to perform the job. These are the qualifications that are necessary for someone to be considered for the position during a recruitment process.

All qualifications must comply with provincial human rights legislation.

Knowledge, Abilities and Skills:

Education and Experience:

Please note that Education requirement will only be stated for in scope job descriptions.

**WORKING/OTHER CONDITIONS:**
Appendix B: Writing a Responsibility Statement

Try to describe each duty and responsibility starting with an action verb to say WHAT is done, HOW it is done, and WHY it is done. Start with the most important function first and list the remaining in descending order of importance.

Step 1: Randomly list all of the activities. Begin by using a working document and list all the activities that are required to be performed. Use information from a completed Employee Duty List and the Supervisor’s Analysis from a Job/Position Analysis Questionnaire (JAQ/PAQ) to help with this step if these have been completed. In addition, have the existing JD available for review and comparison.

Step 2: Group all of the activities into duties and responsibilities. Normally, all the activities can be grouped into 5 – 10 different categories, each covering a duty or responsibility. This avoids overlaps in the job description and helps clarify what the job is responsible for. Create a statement for the duty and use the activities to clarify how the duty is performed.

Step 3: Prioritize duties/ responsibilities by listing in descending order of importance to the role.

How to Write a Broad Responsibility Statement

<table>
<thead>
<tr>
<th>The Four Basic Requirements</th>
<th>What To Do</th>
<th>A Typical Statement Broken Down</th>
<th>Notes and Suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Start with an action verb</td>
<td>Eliminate all unnecessary words by starting with an action verb.</td>
<td>Review...</td>
<td>Use a verb to appropriately describe the level of responsibility associated with the work.</td>
</tr>
<tr>
<td>B. Tell What</td>
<td>Tell “what” is done. (This is an important part of the sentence. In general terms, it describes the nature of the responsibility.)</td>
<td>documentation, drawings, specifications, plans and applications...</td>
<td>If the sentence ended here the information would be incomplete and would not convey the associated level of responsibility.</td>
</tr>
<tr>
<td>C. Tell How</td>
<td>Tell “how” the work is done. (This conveys a level of responsibility).</td>
<td>from consultants and developers as submitted ...</td>
<td>The addition of “how” an activity is carried out defines the extent of the individual’s involvement in the activity.</td>
</tr>
<tr>
<td>D. Tell Why (Purpose or Outcome)</td>
<td>Tell “why” it is done. (This further qualifies the activity by showing the relative importance of the activity).</td>
<td>to ensure City standards and requirements are met.</td>
<td>The addition of “why” an activity is done defines the objective for doing the work.</td>
</tr>
</tbody>
</table>
Appendix C: Action Verbs for JD Writing

The verbs below are useful in concisely stating the functions of jobs. The list provides examples only and is not all inclusive. It is intended to help you avoid the use of indefinite or ambiguous expressions.

Adapt
Modify or change to fit specific or new situations.

Administer
Manage or direct. (Generally requires some additional explanation to show specific detail. See Manage.)

Advise
Offer an informed opinion or give specialized information to others.

Analyze
Identify the elements of a whole and critically examine and relate these component parts separately and/or in relation to the whole.

Allocate
Assign or apportion for a specific purpose or to a particular person.

Appraise
Judge as to quality; compare critically with established standards.

Approve
Exercise final and decisive authority, causing action to use money, person power, materials, or equipment.

Arrange
Make preparations for; put in proper order.

Assemble
Gather from various sources in a pre-determined order.

Assign
Specify or designate tasks and duties to be performed by others.

Authorize
Approve or commit an act implying subsequent action by others.

Calculate
Make mathematical calculations.

Commit
Pledge or assign to a particular course of action.

Compile
Put together information or assemble data in a new form.

Conduct
Manage or carry on. Emphasis is on concept of immediate supervision or personal leadership.

Consult
Seek the advice of another; confer; refer to.

Control
Direct, regulate, or guide the use of money, methods, equipment, materials. Also, the process of monitoring activities to ensure conformance with planned results.

Coordinate
Regulate, adjust or direct the related actions of others in order to attain desired results.
Create
Produce through imaginative skill.

Delegate
Entrust to another person tasks or duties that require exercise of some of the authority of the person originally responsible.

Determine
Fix conclusively or authoritatively; decide; make a decision.

Develop
Disclose, discover, perfect, or unfold a plan or idea, in detail, gradually. Implies study and/or experiment unless otherwise stated.

Devise
Form in the mind by combinations of ideas, new applications of principles, or new arrangements of parts.

Direct
Govern or control work operations by establishing objectives, practices, and methods.

Distribute
Deliver documents, records, etc., to their proper destinations by mail or personal delivery.

Draft
Write or compose papers or documents in rough, preliminary, or final form -- often for clearance and approval by others.

Edit
Revise and prepare as for publication.

Establish
Set up; institute; place on a firm basis.

Estimate
Forecast future quantities, values, sizes, extents, etc., either on the basis of judgment or calculations.

Evaluate
Appraise; consider the value of.

Execute
Put into effect or carry out methods, plans, etc.

Facilitate
Make easy or less difficult -- usually by doing something to advance the accomplishment of an act.

Forecast
Predict future events based on specified assumptions.

Formulate
Develop or devise a statement of policy or procedure; put in a systematized statement as in a statement of procedure.

Implement
Carry out or fulfill by taking action.

Improve
Make better.

Inform
Communicate knowledge to others.

Initiate
Set going or introduce for the first time, as a plan, policy or procedure.
Inspect
Examine materials, equipment, reports, work, etc., to determine quality, suitability for use, etc.

Instruct
Teach, demonstrate, or by other methods impart knowledge to others.

Interpret
Explain to others (orally or in writing) the meaning or significance of something.

Investigate
Uncover facts by systematically finding them, conducting a searching inquiry, and examining various sources.

Issue
Official distribution, circulation or publication

Maintain
Keep in satisfactory condition; keep up to date or current.

Manage
Plan, organize, direct, control, and evaluate operation of an organizational unit, with responsibility for the output.

Negotiate
Confer with others to reach an agreement.

Obtain
Gain possession of; acquire.

Organize
Arrange in functioning order through systematic planning.

Oversee
Supervise a function or operation as distinct from supervising people.

Perform
Carry out or execute some action; carry out to the finish; accomplish.

Plan
Devise, for a purpose, the outline of a procedure, or the general arrangement of a number of things.

Post
Transfer or carry information from one record to another.

Propose
Recommend or suggest for consideration or adoption.

Provide
Supply for use; furnish.

Recommend
Present a matter to another person for action or approval.

Refer
Send or direct to a person or place for action, approval, etc.

Research
Specific inquiry involving prolonged and critical investigation, having for its aim the study of new facts and their interpretation, the revision of accepted conclusions or theories that may be affected by newly discovered facts, or the practical application of such new or revised conclusions. Example: Technical research to develop new products for the company.

Review
Consider or examine facts or results for accuracy, completeness, and suitability.
Secure  
Gain possession or control of.

Select  
Choose that which appears to be best suited for a specific purpose.

Specify  
State precisely, or in detail, or name explicitly.

Study  
Apply thought to any subject of investigation, in order to arrive at the most suitable conclusion.

Summarize  
Make an abstract; brief.

Supervise  
Personally oversee or control work performance and conduct of others, where there is opportunity for control or inspection of work performed.

Train  
Teach, demonstrate, or guide others in the performance or assigned work.

Verify  
Confirm or establish the authenticity of data by examination or other means.
Appendix D: Process Flow Charts
New Job Description

Client Manager

- Need for new role determined
  - Request HR support to design job/develop JD

Write draft JD
Complete Job Evaluation request form
Submit draft JD and JE request to HR for Review
Meet with union and HR Rep to get agreement on jurisdiction placement

HR/ HRC

- Advise on job creation process, provide SAF, JE form, sample JD's
- Provide support on JD writing

HRA/ HRC

- Review JD for best practice & corporate consistency
- Forward JD to union for concurrence on proposed jurisdiction placement

Concurrence?

Yes
- HR reviews JE request and provides rough rating to client
- Job evaluation is finalized
- Advise manager of rating

No
- Publish JD on InSite, watermarked and filed
- End

HRA - Comp/Ben (Job Description)

HRA - Comp/Ben (Job Evaluation)
Update Job Description

**Client Manager**
- Need for amending existing JD
  - Request support on JD update process
- Write draft update JD
  - Complete JE request (if there maybe significant change)
- Submit draft JD & JE to HR for review

**HR A/HRC Client Services**
- Advise on job creation process, provide SAF, JE form, existing JD (word) for editing
- Provide support on JD writing

**HR A Comp/Ben (Job Description)**
- Review JD for best practice & corporate consistency.
- Forward JD/JE for job evaluation if significant change
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client → JE is Finalized → Advise manager of rating

**HR C Comp/Ben (Job Evaluation)**
- JE is Finalized → Advise manager of rating
- HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Significant change?**
- No → Upload finalized JD to InSite → End
- Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Request support on JD update process**
- Complete JE request (if there maybe significant change)
- Submit draft JD & JE to HR for review

**Write draft update JD**
- Complete JE request (if there maybe significant change)
- Submit draft JD & JE to HR for review

**Review JD for best practice & corporate consistency.**
- Forward JD/JE for job evaluation if significant change
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Forward JD/JE for job evaluation if significant change**
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Significant change?**
- No → Upload finalized JD to InSite → End
- Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Submit draft JD & JE to HR for review**
- Complete JE request (if there maybe significant change)
- Submit draft JD & JE to HR for review

**Complete JE request (if there maybe significant change)**
- Submit draft JD & JE to HR for review

**JE is Finalized**
- Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**Upload finalized JD to InSite**
- HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating

**End**
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
  - Yes → HR reviews JE request & provides rough rating to client
- JE is Finalized → Advise manager of rating
- Significant change?
  - No → Upload finalized JD to InSite → End
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JD Writing Handbook
Human Resources Department
-16-