CITY OF HAMILTON
JOB TITLING GUIDELINES

PREAMBLE

Job titles are intended to reflect occupations and identify the nature and level of job duties being performed. Precise job titling has a number of benefits including: reliably describing the job itself; identifying relationships amongst jobs, making it easier to compare jobs within an organization and in the broader marketplace; as well as facilitating human resource planning and the development of a rational compensation plan, occupational supply and demand analysis, and employment and pay equity.

As well, job titles should denote a particular field of endeavour and the professional standing of the employee. However, caution should be used in selecting a title to avoid inflating/deflating the importance or value of the work being performed. The title should not allude to gender or age requirements. The title is the first step in defining the job and establishing a ranking order with other jobs. It is valuable as an outline to department, division, or functional grouping.

Job titles are especially important when one is attempting to compare the job with similar jobs in other organizations, a process critical in developing pay surveys and recruitment. For this reason it is important to use titles commonly used in the marketplace.

Job Families

A Job Family is a collection of jobs that are closely interconnected by common skills, duties, responsibilities, or job elements. For that reason, job families should be reflected in the titling process.

Job titles using a prefix or suffix such as "Senior" or "Trainee" are acceptable. The use of "Junior" should be avoided. However, using an internal promotional hierarchy in titles can be useful and may work if used judiciously and consistently, as that does not detract from the type of worked being performed, but for internal job evaluation/compensation purposes it reflects the scope and level of the work being performed. Titles must correspond to job level without compromise.

Hierarchy

Job titles should also reflect an established hierarchy. Hierarchies should not be confused with occupational groups or job families, rather, they represent and reflect the existing organizational structure.

Job Titles and Job Evaluation

Standardized job titles are an essential part of any job evaluation and maintenance process. Standard titles should apply to all jobs that entail similar duties and responsibilities wherever they are found in the organization.

The compensation group in Human Resources, in conjunction with departments, will monitor the use of job titles to ensure they are consistent. On a regular basis, Human Resources will review and confirm applicability thus, each job title and job description is subject to regular audits. This
ensures job titles accurately convey what is contained in the job description - statements of fact, that describe the job.

However, it is important to note that it is not the intent of this policy to impose strict point ranges into which specific titles must fall. However, job evaluation should be taken into account, especially if a discrepancy is indicated. For example, if a job is called "Supervisor" but is assigned a rating consistent with Managers throughout the organization, the title should be reconsidered. Conversely, if a job title is called "Director" but assigned points consistent with a Manager or Supervisor, the title would also need to be reconsidered.

Finally, the job title should, ideally, lend some legitimate prestige to the job and should contribute to the personal satisfaction of the job holder. Every effort should be made to establish a legitimate and realistic title that provides the appropriate status to the incumbent. The title should not allude to gender or age requirements. The title is the first step in defining the job and establishing a ranking order with other jobs. It is valuable as an outline to department, division, or functional groupings or clusters, a guide for promotions or transfers and an indicator of training and development requirements.

Changing Job Titles or Creating New Jobs

Preparing job descriptions is one of the most valuable tools available to Managers in performing three basic functions of management - planning, operations and performance management. Job descriptions are fundamental to operational functioning and should accurately reflect the work being performed.

When creating new jobs or changing a title for existing jobs, departments should collaborate with their assigned Compensation Specialist in Human Resources who will assist with job titling, job design, bona fide occupational qualifications and salary classification.

GUIDELINES FOR ESTABLISHING JOB TITLES

To create a new job or change the title of an existing job to reflect changes that occur from time to time, the following guidelines should be followed to ensure that job titles accurately describe general roles and the nature of the work performed, are consistent across departments and are stated in terms that are free from gender bias

- The job title will convey the job's level within the organization and primary area of responsibility.
- Job titles will be consistent with the Generic Title descriptions attached.
- Where jobs encompass two distinct functions, the function of primary importance or that which involves the largest percentage of time, will be placed first in the title.
- Only jobs that require accreditation/license through either a legislative mandate or a professional association such as Engineer, Planner, Nurse, Technologist, Technician may use the name of that occupation in their titles.
The Supervisor or Manager will obtain agreement on the proposed/changed title from the General Manager and Divisional Director before forwarding the request to the appropriate Compensation Specialist in Human Resources where the title will be reviewed. If necessary, the Compensation Specialist will discuss the proposed title with the Supervisor or Manager. Once the title has been agreed upon, Human Resources will advise the incumbent and Supervisor or Manager that the title change has been approved and implemented. If the position is unionised, the Compensation Specialist will inform the union of the new or changed title.

Titles for Managers and Supervisors will have two parts, the first to indicate the level of the job within the organization’s structure, (e.g. Director, Manager, Supervisor, Co-ordinator); the second to indicate the functional area of responsibility (e.g. Communications, Purchasing, Accounts Payable, Facilities & Fleet, Information Technology etc).

Titles for individual contributor jobs will also have two parts, one to indicate functional responsibility and one to indicate level within the organization (e.g. Purchasing Analyst; Legislative Assistant; Utility Finance Analyst; Water Quality Engineer, Social Housing Finance Co-ordinator etc.).

Job Titles may be recommended by Departments, and will be approved by the Compensation Section in Human Resources.

**GENERIC TITLES**

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<th>JOB TITLE</th>
<th>FUNCTION</th>
<th>SCOPE</th>
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<tbody>
<tr>
<td>General Manager/Executive Director</td>
<td>Provides professional opinion, advice and guidance to Senior Management, Council and Committees of Council on policies, programs and services. Participates in corporate policy development and strategic planning to ensure delivery of high quality services to the community.</td>
<td>Ultimate authority and accountability for one or more key functions. Directs and controls one or more specific functional areas. Generally has responsibility for a Department.</td>
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<td>Director</td>
<td>Primary function is to direct the strategic planning and operations of programs, services and activities comprising a key function or functions to ensure overall quality of deliverables.</td>
<td>Has substantial responsibility for human and financial resources for a Division.</td>
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<td>Manager</td>
<td>Primary function is to plan, organize, direct, advise and control one or more program areas. Typically would have subordinate supervisors, and in an operating environment, a Subordinate Superintendent.</td>
<td>Normally involves responsibility for professional and support staff and financial resources for a <em>Section</em>. Is responsible for building and sustaining an effective team of subordinates capable of producing a particular output.</td>
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<td>Supervisor/Foreperson</td>
<td>Responsible for coordinating and assigning activities within a project or single program or single service through direct supervision of human resources or through the provision of day-to-day work direction.</td>
<td>Normally involves responsibility for a particular function. May be responsible for valuable resources for a <em>Unit</em>.</td>
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<td>Consultant/Specialist/Analyst/Officer/Administrator/Technologist/Technician/Admin/Co-ordinator</td>
<td>Responsible for providing professional or technical advice, making recommendations and/or carrying out a particular process or portion thereof. May provide work direction to staff and administer budget.</td>
<td>Primarily responsible for providing a service or services to a department/division, other areas of the organization and/or external clients. May be responsible for providing technical guidance within the department, but does not supervise staff.</td>
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<td>Front line staff - union or non-union position with no supervisory responsibility e.g. Purchasing Analyst; Legislative Asst., Beautification Technician; Roads Labourer; GIS Support Technician, Benefits Asst., etc.</td>
<td>Within established standards and guidelines, monitors own work and fulfils requirements of the job.</td>
<td>Primarily responsible for providing direct assistance to internal/external customers by planning and prioritizing own work to meet goals and deadlines.</td>
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