

Decision Band Method (DBM) of Job evaluation involves three basic steps:

Banding → Grading → Sub grading

Step 1: Decision Band

First jobs are classified into one of six different Decision Bands based on the characteristics of the decision that a job requires. This classification process reflects the level of responsibility of the job within the organization.

Step 2: Coordinating/Non-coordinating Grades

Jobs are classified within each Decision Band into one of two **Grades** based on the supervisory difficulty and effort of the job. The coordinating/non-coordinating grade is assigned according to the requirements to monitor or supervise subordinate jobs; or based on requirements of the job to provide expert advice.

Step 3: Sub-grades

Finally, jobs are subdivided within each grade into **Sub-grades** based on sub-factor points, depending on the complexity, difficulty, and skill required in relation to other jobs that have been classified in the same band and grade.

Step 1: Defining the Decision Band

The bands are organized in a hierarchical structure, based on scope of impact of the decisions, as follows:

Band F – Policy Making Decisions

Band F decisions determine the scope, the direction, and overall goals of the organization. They take into consideration all the major departments, the limits of funds available to each department, and the scope of their programs. The only limits on Band F are those imposed by law and/or economic conditions. Band F decisions are typically made at the board or senior executive level (Board, Council, CEO)

Band E – Programming Decisions

Band E decisions deal with the means of achieving the goals established by Band F. These decisions are concerned with the formulation or adjustment of strategic direction for major functions/divisions/departments of an organization, and allocation of resources amongst these groups. The positions at Band E are typically in charge of or responsible for advising managers heading up such major functions as marketing, administration, finance, etc. Band E decisions are generally made at the senior management level.

Band D – Interpretive Decisions

Band D decisions involve strategic plans and programs for divisions/ departments needed to interpret and carry out the goals and objectives developed by higher levels. These decisions specify what is required in the lower Bands, and how the resources allocated by Band E are to be deployed. If circumstances change, involving uncertainty of information or outcome, Band D decisions set precedents, establishing what is to be done in similar circumstances in the future. Middle managers or departmental heads typically make Band D decisions.

Band C – Process Decision

Band C decisions involve determining the means or process of achieving the objectives, standards or guidelines established by higher Bands. They are subjected to limits such as; available technology and resources and to the constraints set by Band D. There is an analytical component in positions at this level. Supervisors, professional staff, senior technical specialists and senior level support staff typically make Band C decisions.

Band B – Operational Decisions

Band B decisions focus on how to carry out the process indicated by Band C decisions. Band B employees are required to complete the tasks within the limits set by the specified process but they do have a choice as to how and when the operations are carried out. Band B decisions are generally made by lower-level professionals and office personnel.

It is important to understand the distinction between the selection of the process and the execution of the process. Selecting the process (Band C) is a decision that must precede carrying out the operations (Band B). Process decisions by Band C specify what is to be done by Band B.

Example:

The department needs a new computer. Band D decides to purchase a computer. A cost estimate is requested and it is then up to Band C decision makers to determine how the estimate will be prepared. The process of copying data from specified sources, compiling it, manipulating it, and so on takes place at Band B.

Band A – Defined Decisions

Band A decisions have to do with the manner and speed of performing the elements of the operation. There is no choice as to what the elements of the process are, but there is a choice as to how the elements are performed. Band A decisions are typically made at entry level and in semi-skilled positions.

Step 2: Establishing the grade level (Coordinating vs. Non-coordinating)

The DBM system considers two types of authority, structural authority and sapiential authority; both types may have coordinating and non-coordinating grades as outlined below.

1. Structural Authority

a) Coordinating

The responsibility of coordinating others at the same grade level impacts the grade of the position itself when the position has full responsibility for direct supervision over subordinate positions of the same level, placing it at the coordinating grade within the band (B3, C5, D7).

Example:

C42 professional staff supervising other MAC positions at C4 level, or OPSEU positions at grade 12 or above is evaluated at the C5 level.

b) Non-coordinating

If a position has limited responsibility while coordinating the work of others, however not full supervision of staff; or supervision of staff that is at lower grade levels, the grade level of the position does not increase.

Example:

C42 professional staff may supervise other MAC positions in A or B bands, or OPSEU positions at grade 11 or below, and will remain at the C4 level.

2. Sapiential Authority (Expert Authority)

Sapiential authority refers to highly specialized expert knowledge and wisdom available within the organization, in order to make the best possible decisions. In special situations, positions are created and filled by knowledgeable or expert persons whose duties are not only to carry out specified activities, but also to support others who need help relating to their areas of expertise. Sapiential authority can be exercised in two ways, **coordinating** (advisability) and **non-coordinating** (informability).

a) **Coordinating** (advising) is defined as the giving of advice in support of a decision which impacts the overall organization, and as a result must be followed. The accountability of the decision is shared between both the advisor and the advisee.

In situations where the position provides advice that is based on specialized expert knowledge, and the advice has overall organizational impact, and must be followed, the “advisor” is allocated the coordinating grade within the band (B3, C5, D7).

b) **Non-coordinating** (informing) involves the provision of counsel from one party to another where there is no obligation on the part of the recipient to act on the counsel given; recommendations in this case are limited in scope. The grade level of the position is not impacted.

Coordinating (advising)	Non-coordinating (informing)
<ul style="list-style-type: none">• scope is university wide	<ul style="list-style-type: none">• scope is limited to department, function
<ul style="list-style-type: none">• highly specialized/expert knowledge	<ul style="list-style-type: none">• specialized knowledge
<ul style="list-style-type: none">• shared accountability	<ul style="list-style-type: none">• person receiving the advice is accountable
<ul style="list-style-type: none">• grade impact, position placed at Coordinating grade level	<ul style="list-style-type: none">• no grade impact, position placed at Non-coordinating grade level

Step 3: Assigning the sub-grade

The final step involves assessing the difficulty, complexity, and skills required of the job in comparison to similar jobs within the same band or grade. DBM provides the criteria to distinguish between decision-making requirements of various jobs being evaluated, by classifying each position into sub-grades, based on a set of sub-factors, which are:

- Knowledge
- Communication and Customer Service Skills
- Mental Effort
- Physical Effort
- Working Conditions

Sub grading involves consideration of **job complexity** (the number of high graded tasks, complexity and diversity of those tasks) and **task occurrence** (the task frequency and percentage of time needed to carry out tasks).

Sub grading also considers time pressure, need for alertness, need for special care and precision, special skills and experience needed to perform a task. Working Conditions are also considered when evaluating jobs. DBM treats conditions under which a job is carried out separately from the work itself.

Decision Band Specifications

BAND DESCRIPTION	BAND LEVEL	COORDINATION / NON-COORDINATING	SUBFACTOR POINT RANGE
Policy-making Decisions	F111	Coordinating	0 to 100
	F103	Non-Coordinating	100
	F102	Non-Coordinating	97 to 99
	F101	Non-Coordinating	0 to 96
Programming Decisions	E92	Coordinating	95 to 100
	E91	Coordinating	0 to 94
	E82	Non-Coordinating	85 to 100
	E81	Non-Coordinating	0 to 84
Interpretive Decisions	D72	Coordinating	75 to 100
	D71	Coordinating	0 to 74
	D62	Non-Coordinating	65 to 100
	D61	Non-Coordinating	0 to 64
Process Decisions	C52	Coordinating	55 to 100
	C51	Coordinating	0 to 54
	C42	Non-Coordinating	45 to 100
	C41	Non-Coordinating	0 to 44
Operational Decisions	B32	Coordinating	35 to 100
	B31	Coordinating	0 to 34
	B22	Non-Coordinating	35 to 100
	B21	Non-Coordinating	0 to 34
Defined Decisions	A12	Non-Coordinating	35 to 100
	A11	Non-Coordinating	0 to 34