



Defining Essential vs. Non-essential Duties

Step	Duty
1	List all the possible duties required to perform the role.
2	Identify the skills, competencies, and experience required to fulfill or execute each duty.
3	<p>Determine which skills are essential and which are not:</p> <p>Essential duties are those that are vital to the success of the role and the team.</p> <p>Non-essential are those that are nice to have, but don't directly impact the role.</p> <p>Example: <i>A payroll administrator is required to prepare and verify statements of earnings for employees including deductions for items such as taxes, union dues, and pension plans. These are essential duties. However, compiling payroll reports in both official languages is a nice skill to have but is non-essential.</i></p>
4	Record essential and non-essential duties along with their associated skills and experience on the scorecard below.
5	In the column "Performance Measure for Skills," indicate how you'll determine if the candidate has the skills and experience required. Look for evidence that the candidate can learn, interpret, and apply a skill, rather than the number of years they've had the skill. Also consider the value of soft skills such as the quality of a candidate's cover letter or verbal skills.
6	Use the "Ranking" and "Weight" columns to score each candidate. "Weight" each duty on its importance. The ranking should reflect the skills and experience gleaned in the résumé screening process. Calculate the total score for each duty by multiplying the ranking number by the weight number.
7	Short-list the highest scoring candidates for an interview. This tool provides a more objective way of determining if they have the required skills to do the job. It also minimizes the potential for bias to influence the decision-making process.

Sample Scorecard for a Payroll Administrator Position

Essential Duties	Experience	Skills	Skills Performance Measure	Ranking: 0-5 0=Low Evidence 5=Full Evidence	Weight: 1-3 1=Low Importance 3=High Importance	Total Score: Rank x Weight
Prepare and verify statements of earnings, calculate gross and net salaries and deductions	3-5 years' experience as a payroll administrator	Ability to maintain records of employee attendance, leave, and overtime to calculate pay and benefits, using computerized or manual systems	- Payroll processed accurately as per payroll schedule - Complexity of payroll processed			
Essential Duties Subtotal						
Non-essential Duties	Experience	Skills	Skills Performance Measure	Ranking: 0-5 0=Low Evidence 5=Full Evidence	Weight: 1-3 1=Low Importance 3=High Importance	Total Score: Rank x Weight
Compiling statistical and period-end reports, statements, and summaries in both official languages	Experience compiling reports in English and French	Fluency in English and French	- Reports accurately prepared in English and French			
Non-essential Duties Subtotal						
Total Score						

Notes on How to Rank Specialized Cases

- For candidates who apply from outside of Canada, identify transferable skills; conceptualize how they relate to essential skills.
- For unionized positions with predetermined skill sets decided by collective agreements, look for alternative skills.
- For regulated work with licensing requirements, seek help from professional associations on skills transfer.
- For international students who have little to no experience, assess traits such as compassion, which is needed in jobs with the elderly, for example.