

**FAX TRANSMISSION****August 23, 1995**

**TO:** "Jungle" Jim Lehmen  
Economic Development Officer  
ED&T  
Coral Harbour, NT  
Fax (819) 925-9015

**FROM:** [REDACTED]

Coral Harbour, NT  
ph. (819) 925-8823  
fax (819) 925-8460

**SUBJECT:** Letter to [REDACTED] for your enjoyment.

**Pages to follow:1**

August 23, 1995

[REDACTED]  
Renewable Resources  
Arviat, NT

**RE: TUNNUQ HARVEST JOB DESCRIPTIONS**

Dear [REDACTED]

We began talking about the need for a simple one page Terms and Condition of Work paper for each employee to read and sign. This would be a brief explanation of what is expected of each employee regarding basic work performance, i.e. attendance, treatment of harvest assets, length of working day, number of days per week, pay rates, pay days, bonus criteria, breaks, etc. In other words it details expectations of general employment and should not be confused or combined with job descriptions which are job specific.

Job descriptions are good but I'm not sure anybody here has sufficient knowledge of the harvest operations to accurately detail each position. A possible danger of job descriptions is that they might restrict or prevent the project manager from moving employees from job to job as he sees fit, i.e. people may become attached to their job, regarding them as their property and resent being assigned to something else.

For the Tunnuq Harvest Project, job descriptions would be a good thing as long as they are not permanently assigned to specific individuals as that could hamper the management and the growth of a trained, interchangeable work force. If we had a large enough pool of workers you could train specialists, but in this case I think we would prefer employees we can slot in where ever needed.

As for a copy of the Caribou Harvest Report, it is too long to fax and I am not sure that the information in there would help you come up with job descriptions any way. If you still want the report, let me know, I'll copy it and mail it to you.

Sincerely,

[REDACTED]  
Renewable Resource Officer  
Coral Harbour, NT

cc. [REDACTED]

**RE: TUNNUQ HARVEST JOB DESCRIPTIONS**

A couple of things:

1) We began talking about the need for a simple ½ page or so containing **'terms and conditions of work'** for each employee to read and sign. This would be a simple explanation of what is expected of **each and every employee** regarding basic work performance, i.e. attendance, treatment of harvest assets, length of working day, number of working days per week, pay rates, pay days, bonus criteria, breaks, and such like. In other words it details **expectations of general application** and should-not be confused or combined with job descriptions which are job specific.

Job descriptions are good but I'm not sure anybody here has sufficient knowledge of the harvest operations to delineate each function. And a possible danger of job descriptions is that they might prevent or possibly restrict disposition of staff as the Project Manager sees fit, i.e. people might become attached to their job, regarding them as their property and resent being assigned to something else. In the Tunnuq Harvest context I think job descriptions are great as long as they're not permanently assigned to specific individuals as that could hamper management prerogative and thwart the growth of a trained / interchangeable work force. If you had a large enough pool you could train specialists but in this case you'd probably prefer trained generalists you can slot in wherever needed.

My thought for the month.

