**Introduction**

The City of Hamilton's Total Compensation Policy contributes to the City's goal to become a City of choice for high performing public servants in attracting, retaining, motivating and rewarding employees. This total compensation links to the mission, vision and values of the City and is the sum of salaries, benefits and perquisites.

Total compensation recognizes and rewards factors such as employee contributions to the mission, vision and values of the City and employee behaviours that reflect the corporate values.

The City of Hamilton seeks to ensure external competitiveness in the employment market through compensation practices that are fair, equitable, consistent, aligned, competitive, affordable and in accordance with the legal requirements of the Pay Equity Act and The Employment Standards Act.
Purpose
The purpose of this Manual is to:

- describe the City’s Non-Union Job Evaluation Plan which is the tool used to evaluate jobs;
- establish the method for documenting and rating jobs through the application of the Job Evaluation Plan;
- define the terms used in job evaluation related processes; and
- maintain a gender-bias free and equitable salary structure.

Non-Union Job Evaluation Plan
Job evaluation is a way of measuring jobs to determine the relative value of the job. It measures the skill, effort, responsibility and working conditions of jobs so that jobs can be compared one to the other to ensure internal equity. Only internal non-union positions are used for comparison, the external market is not a consideration for comparisons. Job evaluation assesses the value of the work not the person.

The City of Hamilton’s Non-Union Job Evaluation Plan was designed specifically to measure non-union jobs in the City. It is the measurement tool applied to all non-union jobs to assess a job’s value.

The Plan uses 17 factors to measure jobs. Each factor has several levels to reflect the diversity of the City’s non-union jobs. In addition, some factors have two dimensions (breadth and depth) so that in total, the plan measures 30 different aspects of each job. Applying the factors to a job results in a rating which is the evaluation of the job’s worth or value. Jobs of similar worth or value are grouped together into salary levels so that similar jobs are paid similarly.

Once all jobs have been evaluated or rated, a foundation exists from which to measure changes in job content.

The following principles apply to job evaluation:

- It is the content of the job that is analyzed, not the person doing the job;
- Jobs are evaluated without regard to existing job rates;
- Jobs are evaluated on each factor by considering the specific requirements of the job; and
- Workload is not a consideration in evaluating a job.

Documenting and Evaluating Jobs
Jobs are evaluated based on information that is gathered and documented in various types of job documents. Job documents contain the information used to rate a job and to compare and assess changes in a job so that it can be assigned to the proper level in the salary schedule. Job documents must provide complete details about the job so that it can be evaluated and assigned a fair and equitable salary given its skill, effort, responsibility and working conditions.
One of the primary sources of information about a job is the job description. Management and Human Resources are jointly responsible for ensuring that job descriptions are accurate and up-to-date. This will ensure that jobs are appropriately evaluated and appropriately paid.

Jobs are evaluated using the information provided in Non-Union Job Information Synopsis Form (JIS). If more information is required, Compensation Specialists may conduct job site reviews, and interviews to ensure that jobs are appropriately evaluated and appropriately paid.

Creating a New Job

1. Obtain Authority to Create the New Job
   New jobs are approved in accordance with the following authorities:

<table>
<thead>
<tr>
<th>APPROVAL TO ESTABLISH POSITIONS WITHIN APPROVED DEPARTMENT BUDGET</th>
<th>APPROVAL TO ESTABLISH POSITIONS WITHIN APPROVED CORPORATE BUDGET</th>
<th>APPROVAL TO ESTABLISH POSITIONS OUTSIDE APPROVED CORPORATE BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager</td>
<td>City Manager (on recommendation of Senior Management Team)</td>
<td>City Council (on recommendation of City Manager)</td>
</tr>
</tbody>
</table>

2. Document the New Job
   The Manager or Supervisor, to whom the new job will report, completes a Non-Union JIS Form to document the primary function of the job and its duties and responsibilities. The JIS Form must be signed off by the appropriate organizational levels as described in the JIS document.

   The Manager or Supervisor will select a job title in accordance with the Job Titling Guidelines. Final titles are confirmed and approved by the Compensation section.

3. Submit Job Information to Human Resources
   The Manager or Supervisor submits the completed and signed off Non-Union JIS Form along with a job description to the Compensation Specialist responsible for the department. Compensation Specialists are available to assist in the preparation of job descriptions. Job descriptions are retained on job files held in Human Resources. A list of Compensation Specialists and their departmental portfolios is available here.

4. Assign a Preliminary Evaluation to the Job
   The Compensation Specialist will evaluate or rate the job by applying the Non-Union Job Evaluation Plan to the job based on the information contained in the JIS. Each factor in the Job Evaluation Plan is assessed and a preliminary evaluation of the job is established to determine the salary level.

   At this stage, the Compensation Specialist may request that job documents such as JIS Forms or job descriptions be completed for other related positions in the work unit.
or elsewhere in the organization to ensure consistency in the application of the job evaluation plan.

The Compensation Specialist will inform the Manager or Supervisor who submitted the job for evaluation of the results of the evaluation, i.e. the salary level to be applied to the job.

The posting for a new job will indicate that the “Salary is based on a preliminary evaluation and is under review”.

Note: Jobs in Human Resources are evaluated by an external job evaluation expert.

5. Finalize the Evaluation of the Job

Within six months of a new job being filled, the incumbent(s) may, at their discretion, complete a Non Union JIS Form. The JIS will be submitted to the Compensation Specialist who will evaluate the job using the JIS to determine a final rate for the job.

The Compensation Specialist will inform the incumbent(s), the immediate Supervisor or Manager, the Director and the General Manager, in writing, of the results of the evaluation, i.e. the salary level to be applied to the job and the impact on the incumbent's pay.

The evaluation of the job is subject to the reconsideration process provided for in these procedures. If no request is made for reconsideration within thirty (30) days, the evaluation of the job becomes final and binding.
Evaluating Changes in an Existing Job
Changes in job content can affect the skill, effort, responsibility and/or working conditions of a job, and thus its value and the level at which it is paid. Changes to job content can occur as a result of departmental restructuring, transfer of duties from another level of government, program, policy or procedural change, new, revised or repealed legislation, or additional duties and/or responsibilities.

Managers and Supervisors who have jobs reporting to them that have changed must initiate the process for reviewing the job to ensure that it is paid fairly. This is done by having the incumbent complete a Request to Evaluate Changes in An Existing Job Form, a Non Union JIS Form and a revised job description. Changes in jobs must be reported as soon as possible to avoid creating and perpetuating pay inequities.

The process for evaluating a job that has changed is as follows:

1. Document the Changes in the Job
   The incumbent(s) or Manager/Supervisor can initiate a review of the position. The incumbent(s) complete(s):
   • a Request To Evaluate Changes in An Existing Job Form outlining what has changed in the job and what factors should be reviewed; and
   • those portions of the Non-Union JIS Form that address the changes in the job’s skill, effort, responsibilities and working conditions.
   • a revised job description

2. Submit Job Information to Human Resources
   The incumbent submits a completed Request to Evaluate Changes in an Existing Job, a completed JIS Form and a revised job description. It is important to submit a revised job description so that it is accurate and up-to-date. The Supervisor or Manager submits the forms to the Director and the General Manager for sign off. Signing the Request to Evaluate Changes in an Existing Job and the JIS indicates agreement that the documents accurately and completely describe the job.

   Once all documents have been signed off, the General Manager submits them to the appropriate Compensation Specialist.

3. Assign an Evaluation to the Job
   The Compensation Specialist reviews the Request to Evaluate Changes in an Existing Job Form, job description, Non-Union JIS Form and other job documents provided. Using those documents, the Compensation Specialist conducts an assessment of the changes in the job and the impact those changes have on the evaluation and classification of the job.

   The Compensation Specialist may also request a site inspection or interviews with incumbents, Supervisors or Managers.

   At this stage, the Compensation Specialist may request that job documents such as JIS Forms or job descriptions be completed for other related positions in the work unit or
elsewhere in the organization to ensure consistency in the application of the job evaluation plan.

The Compensation Specialist will inform the incumbent(s), the immediate Supervisor or Manager, the Director and the General Manager, in writing, of the results of the evaluation, ie the salary level to be applied to the job. Job Evaluation documents may only be released to the incumbent(s) of the job or to the immediate Supervisor, Manager, Director and General Manager.

The evaluation of the job is subject to the reconsideration process provided for in these procedures. If no request is made for reconsideration within thirty (30) days, the evaluation of the job becomes final and binding.

Note: Jobs in Human Resources are evaluated by an external job evaluation expert.

Requesting Reconsideration
The rating of a non-union job is subject to review or reconsideration by the Non-Union Reconsideration Committee created for this specific purpose. The procedure for reconsideration is as follows.

1. The incumbent(s) or Managers/Supervisors, who disagree with the rating for the job, can submit a completed Request for Reconsideration form within thirty (30) calendar days of receiving the rating.

2. The Request for Reconsideration will be reviewed and signed off by the immediate supervisor, the Director and the General Manager indicating agreement that the information accurately and completely describes the job.

3. The completed form is submitted to the appropriate Compensation Specialist who is responsible for the department.

4. The Non-Union Reconsideration Committee consists of three members of the City’s Non-Union Reconsideration Committee (NURC).

The Non-Union Reconsideration Committee was established and trained in job evaluation to exercise a quality assurance role in the first phase of the City’s Non-Union Job Evaluation process. In this capacity, Committee members became familiar with the City’s Non-Union Job Evaluation Plan and applied the Plan by:

- assessing how consistently and equitably the principles of job evaluation in general and the City’s job evaluation plan in particular, were applied;
- reviewing benchmark jobs for rating consistency and to ensure the maintenance of relativities; and
- reviewing documentation (Non-Union JIS Forms, organization charts, etc.) relevant to the evaluation of evaluated positions.
Since the first phase of the Job Evaluation process has been completed, the expertise of the Committee members will continue to be called upon. Members of the NURC will participate on a three-member panel to hear Requests for Reconsideration.

NURC members are not to discuss proceedings outside of the Committee and will be requested to sign a Confidentiality Agreement. Committee members will not be called to sit on a panel to review any position that reports to them directly or indirectly or if they may be seen to benefit personally or operationally from the result of the evaluation submitted for review. In such a case, the NURC member will declare a conflict of interest and will not participate in the decision. Another member of the NURC will participate in the panel.

5. Members of the Committee will meet as required and will be granted time off with pay for Committee activities.

6. The Non-Union Reconsideration Committee will meet to review and consider the Request for Reconsideration. The Committee may ask the incumbent, the incumbent(s)' Manager(s)/Supervisor(s) and/or the relevant Compensation Specialist to attend at the meeting to provide further information. The Compensation Specialist will not participate in the Committee’s decision.

7. On behalf of the Non-Union Reconsideration Committee, the compensation section will communicate its decisions in writing to the incumbent(s), the incumbent’s Supervisor, Director and General Manager.

8. Decisions of the Non-Union Reconsideration Committee are final and binding.

Note: Jobs in Human Resources that request a reconsideration will be reviewed by the external job evaluation expert.

**Salary Administration**

Any salary adjustments resulting from job evaluation will be made according to the Salary Plan Placement Policy section of the City’s Non-Union Compensation Policy. (click here for Policy)

Increases and decreases in classification are handled consistently with the Non-Union Compensation Policy which provides as follows:

<table>
<thead>
<tr>
<th>Position is</th>
<th>New Salary range is</th>
<th>Employee is</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rated higher</td>
<td>Higher</td>
<td>Placed at the minimum rate of the new salary grade or placed at a rate that give a maximum of a five percent increase above current salary, whichever is greater.</td>
</tr>
<tr>
<td>Rated lower</td>
<td>Lower but is within the higher salary range</td>
<td>Placed in the closest higher rate of the lower salary range</td>
</tr>
<tr>
<td>Rated lower</td>
<td>Lower and is below the higher salary range</td>
<td>Placed in the salary range according to this formula in the Salary Protection Table</td>
</tr>
</tbody>
</table>
Retroactive Payments
If changes in job content result in a higher rating and salary grade for the job, retroactive payments will be paid from the effective date of the changes in the job to a maximum of six months from the date the JIS was received in Human Resources.

Salary Protection
If changes in the job content result in a lower evaluation and salary grade for a job, the incumbent(s) will be "Salary Protected" in accordance with City Policy at the employee’s current hourly rate. This means that the incumbent(s) will continue to receive the same salary for the period of time set out in the Salary Protection section of the Non-Union Compensation Policy. At the conclusion of the salary protection period, the employee(s) will be placed at the highest rate in the lower salary range. The relevant provisions of the policy are as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Maintain previous salary for</th>
<th>After Adjustment Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Director</td>
<td>Three weeks per year service to a maximum of 18 months, or until such time as the salary protection is no longer necessary</td>
<td>Place at the highest rate in the lower salary range to minimize financial impact</td>
</tr>
<tr>
<td>Director and above</td>
<td>Four weeks per year service to a maximum of 18 months, or until such time as the salary protection is no longer necessary</td>
<td>Place at the highest rate in the lower salary range to minimize financial impact</td>
</tr>
</tbody>
</table>

Pending Retirement Salary Protection
If an employee is within five years of eligibility for a planned retirement that meets OMERS eligibility requirements for an unreduced pension, the employee would be entitled to either the salary protection provisions at their current hourly rate up to a maximum of five years in order to protect their best five years of income for pension eligibility. Employees should notify their Compensation Specialist to ensure that the employee meets eligibility.

Market Rates
In response to market conditions or other factors such as "hot skills", the Employer may establish a job rate that is different from that established through the job evaluation plan. Such rates must be substantiated by difficulty recruiting employees, difficulty retaining staff or a skills shortage of a particular skill set in the local market and/or employment market research. Market rates will be reviewed annually to ensure they continue to be justified.
## Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>Accountabilities</td>
<td>Responsibility for end results; the nature of the job's contribution to end results.</td>
</tr>
<tr>
<td>Benchmark Jobs</td>
<td>Key jobs that are representative of jobs in the classifications covered by the plan. Benchmark jobs are used as the basis for external comparisons and for maintaining internal equity amongst jobs.</td>
</tr>
<tr>
<td>Compensation Specialist</td>
<td>A position in Human Resources held by individuals trained in job evaluation and compensation administration.</td>
</tr>
<tr>
<td>Competencies</td>
<td>Knowledge and skill required to meet accountabilities.</td>
</tr>
<tr>
<td>Factors</td>
<td>The major criteria in the Job Evaluation Plan that are used to measure the value of jobs. The factors measure accountabilities, competencies, physical and environmental demands.</td>
</tr>
<tr>
<td>Incumbent</td>
<td>The person holding a job.</td>
</tr>
<tr>
<td>Job</td>
<td>A group or range of duties or tasks assigned to and performed by the incumbent(s).</td>
</tr>
<tr>
<td>Job Analysis</td>
<td>The process of analyzing a specific job to identify the tasks and duties required to perform the job and the required knowledge, responsibility, effort and working conditions involved in the performance of that job. Job analysis is done by gathering information about the job through questionnaires, job descriptions, observation, and study.</td>
</tr>
<tr>
<td>Job Description</td>
<td>A written statement of the primary function of a job along with its major duties and responsibilities. Job descriptions do not necessarily describe all the work requirements and tasks in a job. Job descriptions may be used for evaluation purposes.</td>
</tr>
<tr>
<td>Job Documents</td>
<td>All documents and documentation relating to a job that are created in the job analysis process, including Job Information Synopsis Forms, job site reviews, job descriptions and interviews.</td>
</tr>
<tr>
<td>Job Evaluation</td>
<td>The process of applying the Job Evaluation Plan to a documented job so as to assess the relative worth of the job. Jobs are assessed on seventeen distinct components or factors which consider both accountabilities (outputs) and competencies (inputs). The result of job evaluation is to assign a salary level to the job by placing it within the City's Non-Union Salary Schedule. Job evaluation focuses on current job content, not employee performance or anticipated changes in job duties.</td>
</tr>
<tr>
<td>Job Evaluation</td>
<td>The Job Evaluation Plan is a measurement tool applied to all non-union jobs to assess a job’s value.</td>
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<td>----------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Plan</td>
<td></td>
</tr>
<tr>
<td>Job Rating</td>
<td>The selected degree levels established for each factor in accordance with the Rating Plan which becomes the official rating for the job.</td>
</tr>
<tr>
<td>Non-Union</td>
<td>Three representatives from the Non-Union Reconsideration Committee who make final and binding decisions on Requests for Reconsideration.</td>
</tr>
<tr>
<td>Reclassification</td>
<td>Where changes in skill, effort, working conditions or responsibility result in a change in rating. The employee in the position is moved to a different salary level with compensation adjusted accordingly.</td>
</tr>
<tr>
<td>Salary Protection</td>
<td>Maintaining an employee's salary for a period of time when the position the employee holds is rated lower.</td>
</tr>
<tr>
<td>Task</td>
<td>An activity undertaken in order to complete a specific duty, defining how a duty is done.</td>
</tr>
</tbody>
</table>