Job Evaluation and the CUPE 5167 JE PLAN
Overview of CUPE 5167 JE System

• Introductions
• Job Evaluation – Why? What?
• CUPE 5167 Plan – What it measures
• What Next?
• Joint Appeals Committee
• Questions & Answers
Key Concepts in Job Evaluation
Job Evaluation

• Implement gender neutral system designed by CUPE National – Jan. 1, 2005
• Rates the job **NOT** performance
• Anticipated completion – see web site or bulletin boards for updates on progress
• CUPE Local 5167 and the City will have current job descriptions in place
What is Job Evaluation?

- Measures the relative value of jobs within the CUPE 5167 Bargaining Units at the City
- Addresses the legislated criteria of **Skill**, **Effort**, **Responsibility** and **Working Conditions**
- Provides the means for ensuring ongoing **pay equity** requirements are maintained
- Based on detailed analysis of job duties
What is Internal Equity?

• Equal pay for work of equal value. All jobs falling within the same grade are considered to be ‘substantially equal’ and will be compensated under the same salary range.

• “Substantially equal” means that there may be differences in the knowledge, skill and/or responsibilities, but these are not significant enough to justify a difference in overall value of the work.
Job Evaluation

• Positions – NOT PEOPLE!
Two Underlying Premises

- Certain factors are present in all jobs
- These identifiable factors can be objectively measured:
  - Skill
  - Effort
  - Responsibility
  - Working Conditions

“APPLES” can be compared to “ORANGES”
How the System Works

- Calories (10 points)  7  9
- Texture (10 points)   5  8
- Juiciness (10 points) 8  10
- Storability (10 points) 9  6
- Weight (8 points)  5  5

TOTAL POINTS  34  38
What Isn’t Job Evaluation?

• A methodology for assessing individual performance or contribution
• A tool to assess market competitiveness or to solve compensation problems associated with labour market shortages
• An assessment of every aspect of work requirements
• An exact science
Introduction to the City’s CUPE 5167 Job Evaluation Plan
Your Job Evaluation Plan

- Uses 11 sub-factors (point factor system)
Your Job Evaluation Plan

• Characteristics of work are grouped under four identifiable components:
  • **Skill** – Knowledge, Experience, Judgement
  • **Effort** – Mental Effort, Physical Activity, Dexterity
  • **Responsibility** - Accountability, Physical Safety of Others, Work Related Direction and Contacts
  • **Working Conditions** – Disagreeable Conditions
CUPE “Skill” Factor Descriptions

Subfactor 1 - Knowledge

• General knowledge and specialized training

Subfactor 2 – Experience

• Given the knowledge stated in Subfactor 1 – The amount of practical experience required to perform the job duties
• Includes experience in all related work and life experiences necessary to perform job duties
• Includes training and adjustment period on the job

Subfactor 3 – Judgement

• Judgement, choice of action and initiative to apply methods, procedures and policies for the job
CUPE “Effort” Factor Descriptions

Subfactor 4 – Mental Effort
• Period of time mental, visual and/or listening concentration is required (Frequency & Duration)

Subfactor 5 – Physical Activity
• Type and duration required for job duties

Subfactor 6 – Dexterity
• Manual dexterity through speed and/or accurate hand/eye co-ordination
• Movements defined as fine (keyboard skills, giving injections, drafting) or coarse (long handled tools such as mops and shovels, etc.)
CUPE “Responsibility” Factor Descriptions

Subfactor 7 – Accountability
• Effect of actions on others
• Covers nature of work, loss of time & resources, and impact on the organization

Subfactor 8 – Physical Safety of Others
• Degree of care required to prevent injury or harm to others

Subfactor 9 – Work Related Direction
• Extent required to direct work of others

Subfactor 10 – Contacts
• Contacts necessary in communicating with others
CUPE “Working Conditions”
Factor Descriptions

Subfactor 11 – Disagreeable Conditions

• Type and frequency of disagreeable conditions under which employee is required to carry out job duties
Completing the Job Analysis Questionnaire
The Job Analysis Questionnaire

- No right or wrong answers, no extra points for using “buzz words”
- May take half a day or slightly more to complete the package
- Consider completing in two sessions rather than all at the same time
- Keep examples/descriptions concise and avoid jargon; point form is fine
What next?

This is Your Opportunity
To tell us what you do by completing a Job Analysis Questionnaire (JAQ)

• To work together where there are multi-incumbents in a single job classification (form a working group)

• People can do their JAQ on work time
  – Do a bit at a time; not all at once
  – Should take not more than 3 or 4 hours total
  – Check with your Supervisor to schedule time

• Managers & Supervisors should send a copy of the completed & signed off JAQ to the incumbent, the original JAQ is forwarded to the Compensation Specialist
What Next?

- Trained Compensation Specialists evaluate jobs as per Manual of Procedures
What will happen?

RELEASE OF RESULTS

ACCEPT

APPEAL

(30 Calendar day to appeal)
What will happen?

- Jobs $\uparrow$ (Green Circled)
- Jobs $=$ (Unchanged)
- Jobs $\downarrow$ (Red Circled)

- No one will have $ taken away as a result of this process
Myths About JE

• JE is a way to control salary costs
  – Not True: JE simply ranks jobs based on relative value

• JE will reduce the number of jobs
  – Not True: Management decides the size of the workforce to deliver service to the public
  – The Collective Agreement provides a process for deleting jobs, layoffs, etc.

• JE is a reward for good performance
  – Not True: JE measures the job not the person
Joint Appeals Committee

- Union and employer representatives across the organization will be trained in job evaluation

- Members will be called upon to review Appeals as required
Appeals

- Appeals will be reviewed by a Joint Job Evaluation Appeals Committee (JJEAC) consisting of three Union and three Employer Representatives.

- If JJEAC is unable to arrive at a decision, the matter shall be referred to a sole Arbitrator.
Contacts

CUPE

CUPE 5167 Office: 905-522-0917
Email: office@cupe5167.org
CUPE Web Site: www.cupe5167.org
Contacts
HUMAN RESOURCES

- Lorna Howarth x2378 – Corporate Services, Emergency Services, Public Health & Community Services
- Lombardo Borrelli x2204 – Planning & Economic Development, Public Works
- Van Hua x2205 – to retrieve job descriptions
- Website – eNet or www.hamilton.ca/careers/employee-orientation/pay/default-new.asp
Resources

• Your Compensation Specialist that has portfolio responsibility for your Department
• Step by Step Outline (see handout)
• eNet
• Union Office – 905-522-0917
Questions

Your feedback is appreciated!
CUPE 5167 Job Evaluation

The End

Thank you for your participation