Job Evaluation and the CUPE 1041 JE PLAN
Overview of CUPE 1041 JE System

• Introductions
• Job Evaluation – Why? What?
• CUPE 1041 Plan – What it measures
• What Next?
• Completing the Questionnaire
• Joint Reconsideration Committee (Appeals)
• Questions & Answers
Key Concepts in Job Evaluation
Job Evaluation

- Implement gender neutral system—May 31, 2005
- Rates the job **NOT** performance
- Anticipated completion – see web site or bulletin boards for updates on progress
- CUPE Local 1041 and the City will have current job descriptions in place
What is Job Evaluation?

- Measures the relative value of jobs within the CUPE 1041 Bargaining Unit at the City
- Addresses the legislated criteria of Skill, Effort, Responsibility and Working Conditions as required by the Pay Equity Act.
- 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

<table>
<thead>
<tr>
<th>Trait</th>
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<th>Rating 2</th>
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<tr>
<td>Texture (10 points)</td>
<td>5</td>
<td>8</td>
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<tr>
<td>Juiciness (10 points)</td>
<td>8</td>
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<td>Storability (10 points)</td>
<td>9</td>
<td>6</td>
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<tr>
<td>Weight (8 points)</td>
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<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>34</strong></td>
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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 1041 Job Evaluation Plan
Your Job Evaluation Plan

- Uses 14 factors (point factor system)
Your Job Evaluation Plan

• Characteristics of work are grouped under four identifiable components:
  • Skill – Core Knowledge & Nature of Field Work/Discipline; Depth & Breadth of Supplementary Knowledge; Planning Skills; Communication Skills; Interpersonal Skills; Problem Solving Skills & Challenges
  • Effort – Physical & Sensory Demands
Your Job Evaluation Plan

• **Responsibility** - Core Service Delivery & Impact On Safety/Well-Being; Fulfilling Regulatory Commitments; Responsibility for Continuous Improvement; Managing People & Scope of Responsibility; Managing Physical & Information Assets; Impact on Financial Effectiveness

• **Working Conditions** – Environmental Demands & Types of Conditions
Factor Descriptions

Factor 10 – Core Service Delivery & Impact On Safety/Well-being
- Overall role of the job for supporting, providing or coordinating services provided to internal and external customers
- Considers the direct impact on the safety and/or well-being of others or their physical safety

Factor 20 – Fulfilling Regulatory Commitments
- Responding to the requirements of regulatory, legal or statutory obligations in areas such as health, safety, environmental protection, financial reporting, employment standards, building and fire codes, City By-laws, etc.

Factor 30 – Responsibility For Continuous Improvements
- Contribution to improving the way in which the City provides programs and services to its customers. Considers both the identification of opportunities for change in procedures, processes, policies, programs as well as responsibility for making the change happen
Factor Descriptions

Factor 40 – Managing People & Scope of Responsibility

• Responsibility for supervising others within the unit/team. Considers traditional volunteer, and project based forms of people management. Also considers the diversity of work carried out, relative size and/or composition of work unit.

Factor 50 – Managing Physical & Information Assets

• Contribution to safeguarding, safe operation or general management of physical resources (supplies, tools, machinery, computers, vehicles, facilities, property…). Also considers contribution to the safekeeping of manual and automated information, data, files contained in libraries, computer systems, manual records and other storage systems.
Factor Descriptions

Factor 60 – Impact On Financial Effectiveness
• Financial implications for the City such as expenditures, cost savings, financial control, securing funding, cost recovery. Focuses on immediate or direct impact which comes about as a result of the employee’s action or influence, assuming competent performance

Factor 70 – Core Knowledge
• Level of technical/functional knowledge required to perform the work at a fully competent level. Mastery of practices or principles associated with an occupation, field of work, technical or professional discipline

Factor 80 – Supplementary Knowledge
• Additional knowledge specific to working for the City normally acquired through progressive experience. Considers internal and external characteristics, activities or events which need to be understood, applied to or interpreted in the context of work requirements
Factor Descriptions

Factor 90 – Planning Skills
• Level of skill to independently determine how work will be scheduled or otherwise organized to meet defined objectives. Considers the ability to plan for the effective use of time and resources over an increasingly longer planning horizon

Factor 100 – Communication Skills
• Level of verbal skill required to present increasingly detailed information in increasingly creative or sophisticated ways, considering both the subject matter and the nature of the audience
Factor Descriptions

Factor 110 – Interpersonal Skills
• Level of skill required to work with people, to facilitate, counsel or otherwise influence their actions or decisions. Considers the extent to which there are differences of opinion, conflicts or resistance which must be overcome to ensure effective outcomes of the interaction are achieved.

Factor 120 – Problem Solving Skills
• Level of judgment required in thinking through problems, issues and assignments in order to arrive at an appropriate response or solution.
Factor Descriptions

Factor 130 – Physical & Sensory Demands

• Degree of motor skill or physical strength/stamina/exertion required to carry out work. Degree of sensory effort required to focus on accuracy or preciseness of details

Factor 140 – Environmental Demands & Types of Conditions

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

• No right or wrong answers, no extra points for using “buzz words”

• Consider completing in two sessions rather than all at the same time

• Keep examples/descriptions concise and avoid jargon; point form is fine
The Job Analysis Questionnaire

Consists of two parts:

• Part A involves describing your job responsibilities and core job requirements

• Part B involves completing a structured questionnaire designed to provide specific information needed for evaluation purposes
Part A: Job Description

- The first part of the package focuses on key responsibilities and core requirements associated with your job.

- Intended to summarize the requirements of the job, not describe every activity or task carried out.

- Existing job descriptions will help in completing this section.
Part A: Job Description

• Key responsibilities to be documented using a specific format:

  – First, identify the output(s) – actions taken, results

  – Second, summarize how the responsibility (process) is carried out
Part A: Job Description

- Focus on current responsibilities as of May 31, 2005 – changes that may occur in the future will be handled through the maintenance process.
- Most jobs have between 4 and 8 key responsibilities.
- An example is included in the package to illustrate the form and level of detail when describing key responsibilities.
Part A: Job Description

• Scope Data is not directly evaluated but helps to put the job into context

**Purpose of Job** – why does it exist and how does it support the work the unit/team

**Direct and indirect supervision** – job titles and numbers of employees

**Budget** – most interested in discretionary portion of total budget

**Other Scope** – acting as a media spokesperson, spending limits, etc.
The Job Analysis Questionnaire

• Core Job Requirements
  – Technical/functional knowledge related to an occupation, field of work, discipline. Most typically acquired through formal education, training and experience in the field of work
  – Supplementary Knowledge required in addition to the technical/functional knowledge
  – Education/Experience – is not directly evaluated but helps to put core job requirements in context; include any credentials/licenses that are mandatory, not preferred
Part B: Job Analysis Questionnaire

- 10 specific question areas with response areas
- Focus on typical ongoing job requirements (not unusual circumstances)
- Response levels describe general characteristics that can be applied to different kinds of jobs—look for the closest match to your job and provide a brief example that illustrates same
Part B: Job Analysis Questionnaire

- If none of the response statements appear to describe your job, answer the question in your own words.
- If a question does not apply to your job, record N/A in the blank space provided. Please do not leave questions unanswered.
- Always provide a brief example or explanation, where requested. Space has been provided.
- Bullet points are fine.
- Deadline – March 3, 2006 – submit to Supervisor (Manager/Supervisor).
- Deadline – March 31, 2006 – due in HR.
What Next?

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

RELEASE OF RESULTS

ACCEPT

APPEAL

(30 Calendar days to appeal)
What will happen?

• Jobs $\uparrow$ (Green Circled)
• Jobs $=$ (Unchanged)
• Jobs $\downarrow$ (Salary protection formula)
Salary Protection Formula

• Maintain current salary if present hourly rate is higher than proposed job rate as follows:
  – 3 weeks per year of service up to a maximum of 18 months

• Then placed at job rate in lower salary range to minimize financial impact
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 Reconsideration Committee (JRC)

- 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 Reconsideration Committee Committee (JRC) consisting of two Union and two Employer Representatives

• If JRC is unable to arrive at a decision, the matter shall be referred to a sole Arbitrator.
# Contacts

**CUPE**

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<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Mike Castiglione</td>
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<td>Joe Gerrior</td>
<td>x4029</td>
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<tr>
<td>David Lamont</td>
<td>x4413</td>
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<td>Paola Pianegonda</td>
<td>x1790</td>
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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 – http://www.myhamilton.ca/myhamilton/City andGovernment/CityServices/Careers/EmployeeOrientation/Pay/
Resources

• Your Compensation Specialist that has portfolio responsibility for your Department
• Step by Step Outline (see handout)
• Website –
  http://www.myhamilton.ca/myhamilton/CityandGovernment/CityServices/Careers/EmployeeOrientation/Pay/
Questions

★ Your feedback is appreciated!
CUPE 1041 Job Evaluation

The End

Thank you for your participation!