

**APPENDIX A: CHART OF ACTIVITIES**

Queen's / USW Local 2010 Joint Job Evaluation System Project  
 Chart of Activities - Schedule A  
 February - December, 2015

Agreed to by JJEC May 12, 2015

No.	ACTIVITY	who is involved	PLAN START 2015-02-01	DURATION weeks	ACTUAL START	Status	Targeted date for Completion
1	Terms of Reference		1	8	2		
1.1	ToR	WG	1	8	2	In progress- WG	TBD
1.2	Chart of Activities	WG	1	8	2	Schedule A developed and agreed to - WG	May 12 2015
2	Communication Plan		4	36	3		
2.1	Develop Communication Plan	DP	2	4	3	In progress - WG	TBD
2.2	1st communication jointly released	University Communications/WG	2	8	3	Draft completed - WG	TBD
2.3	2nd joint release		18	4		Future work - WG	TBD
2.4	3rd joint release		36	4		Future work - WG	TBD
3	Sub factors		1	31			
3.1	Identify scope of the work of the BU and potential comparators	HR, WG	5	8	5	Completed by WG	Completed February/March 2015
3.2	Selection of sub factors based on Factors Skill, Effort, Responsibility and Working Conditions	WG (DZG/BT to discuss issues with their respective party weekly, to decrease discussion time on WG meeting dates)	1	17	3	12 sub-factors Identified and agreed to by WG	March 2015
3.3	Develop a set of sub factors		1	17	1	12 sub-factor drafts developed by WG	mid-March to mid June 2015
3.4	Sessions for group work/discussion about sub factors; review of drafts or discussion items.	WG	10	8	10	10 sub-factor drafts agreed to by WG 2 sub-factor drafts require updating and review by WG	June 16 2015
3.5	Identify/create a list of the needed contacts for additional information; scheduling.	HR: Recruitment, Talent Mgmt, Client Service, Labour Rel'ns; USW: ??	5	12	11	In progress - HR	TBD
3.6	Meet with health and safety representatives (+ others?) to understand effort and working conditions.	1 other rep from each party; meeting on a different day from WG.	14	8		In progress - WG	TBD
3.7	Meet with additional contacts for additional information.	HR: Recruitment, Talent Mgmt, Client Service, Labour Rel'ns; USW: ??	5	12	11	In progress - HR	TBD
3.8	Parties need to seek approval to move forward with sub factor drafts agreed in principle.	Note: need to figure out how much time is needed for this.	14	4		In progress - WG	TBD
3.9	Pilot test--on rough gathered (sub factors) information , 10-15 jobs	WG--note that this can't be done earlier since there's a downtime in the summer. Is it possible to do at least part of this at the June meetings?	31	8		WG determined May 2015 that we would do a mini-pilot (6-8 people) to flush out any issues with questionnaire or sub-factors before launching full pilot for 33 positions	Pre-pilot - November 2015 Full Pilot -March 2016
4	Job Classes		10	25			

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			2015-02-01	weeks	START		
4.1	Determination of Job Classes	Employer to present draft list at WG May 11th meeting	10	8	10	Draft list of Job Classes	December 2015
4.2	Establish a process to gather sufficient data to determine similar duties of job classes where it is not clear cut.	WG to agree to process. Tasks divided up among the committee members.	10	12		Methodology and format was discussed June 17 th JEC meeting, USW confirmed agreement June 18th via e-mail	June 18 2015
4.3	Confirm that we have sufficient male job classes in the bargaining unit. (Link to Seq 3).	WG	5	16	5	Future work - WG	TBD
4.4	Finalize job classes (for the purpose of formal job information-gathering).	WG	18	4		List will be presented to WG for review and agreement	April 2016
4.5	Following questionnaire introduction, go back and review job classes to confirm parties are still in agreement with content.	Support from WG as necessary.	36	4		Future work - WG	April 2016
5	Questionnaire		16	30			
5.1	Questionnaire development and implementation	Report to the WG	16	20		In progress - WG	Mid-September 2015
5.2	Create a questionnaire that gathers information on the gaps.	Process/subcommittee with DZG, CK, AM and DP	16	8		In progress - WG	August 2015
5.3	Explore the technology or process needed to gather information via questionnaire; give to DP to explore funding/approval requirements.	Report to the WG	18	8		In progress - WG	Mid- September 2015
5.4	Determine how to implement questionnaire (single incumbent, multiple, supv. Input).	Report to the WG	27	8		In progress - WG	Mid-September 2015
5.5	Run pilot test.		32	4		Preliminary work plan in progress - WG	Pre-pilot - November 2015 Full Pilot - February 2016
5.6	Confirm that data coming in is sufficient for the purpose of job evaluation.	Report to the WG	32	8		Future Work - WG	April 2016
6	External Visibility		36	8			
6.1	Gathering Info		36	8		Full pilot - WG	December 2015
6.2	Permissions		36	4		Full pilot - WG	December 2015
6.3	Follow-Up		36	4		Full pilot - WG	December 2015
6.4	JE Dates to evaluate pilot jobs	subgroup	40	4		Full pilot - WG	December 2015
6.5	Train		40	2		Full pilot - WG	December 2015
6.6	Rating of pilot jobs		40	6		Full pilot - WG	December 2015

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7	Remainder of Job Evaluation Activities						
7.1	Establish weighting		49	4		Future Work - WG	April 2016
7.2	Process flow development including appeal or reconsideration process		50	4			
7.3	Sign-off on tools and process		51	4		Future Work - WG	May 2016

## CHART OF ACTIVITIES

Queen's / USW Local 2010 Joint Job Evaluation System Project  
 Chart of Activities

<b>Schedule B</b>	June 2016	December 2017
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**Major Activity: evaluation of job classes; determining relative job class value**

University will lead the following work and meet bi-monthly with WGJE to provide updates and transparency of activities with goal of joint agreement (this could include the consultants)

No.                      ACTIVITY

8	Job Classes (continued work)				
8.1	Engage key stakeholders				
8.2	Questionnaire to broader University stakeholders				
8.3	Questionnaires from Group 1 returned for evaluation and determine if additional job classes are required				
8.4	Completed Questionnaires from Group 1 sent to Group 2 for validation				
8.5	Evaluation of Job classes				
8.6	Write Job class profiles with information gathered by the questionnaire				
8.7	Validate benchmarking of positions to Job Classes				
8.8	Determine point ranges				
8.9	Determine Gender of job classes				
8.1	Determine relative job value of job classes				

<b>Schedule C</b>	January 2018	Spring 2019
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**Major Activity: Development of implementation materials and plan**  
 University will operationalize the work agreed to by the WGJE  
 and provide WGJE with bi-monthly report of activities

No.                      ACTIVITY

**9 Implementation Plan**

9.1	Develop job evaluation manual including guide				
9.2	Develop communication including posting job classes and benchmarked position to job classes				
9.3	Develop and deliver stakeholder education				
9.4	Implementation plan complete				

<b>Schedule D</b>	Spring 2019	Ongoing
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**Major Activity: Administration and Maintenance**  
 University will lead the work

No.                      ACTIVITY

10	Administration and Maintenance				
10.1	Administration				
10.2	Maintenance				