



Summer 2018



# USW Local 2010 and Queen's University **Job Evaluation Project** Educational Session

July 11, 2018  
WELCOME!



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- Introductions
- Brief Background
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- Job Content Questionnaires (JCQs)
- Who to Contact
- Questions



## Introductions

- Katherine Rudder
- Mary Smida
- Susanne Cliff-Jungling
- Christina Salavantis
- Elizabeth Agostino
- Liza Cote
  
- Kelly Orser, Chair
  
- Daina Green, Consultant





## Purpose of the Job Evaluation (JE) Project

- The project was initiated to develop and implement a new Job Evaluation system (JE) for positions in the USW Local 2010 bargaining unit

## What is Job Evaluation (JE)?

- JE is the process of systematically determining the value and relative worth of our work/jobs/positions (not the person) for the Employer and to create a position structure hierarchy

## Why is JE Important to Us – because it is basis for:

- Providing comparable pay for jobs of the same or similar value
- Providing a consistent method of gathering information about jobs and evaluating them against a standard framework



## What is a Job Evaluation Tool/System?

- A Job Evaluation Tool/System evaluates a position as if it were to be posted tomorrow (i.e. real time; current)
- A Tool ensures the comprehensive and objective analysis of the **skills, efforts, responsibilities, and working conditions** of a position (*4 factors prescribed by most Pay Equity Legislation worldwide*)
- Four components complete a Job Evaluation Tool
  1. **Sub-factors**
  2. **Notes to Raters**
  3. **Job Content Questionnaire (JCQ)**
  4. **Weightings & Levels**
- A Job Evaluation Tool must be pay equity compliant in accordance with the *Ontario Pay Equity Act*



## Job Evaluation & Pay Equity

- JE must be bargained
- Pay Equity is law

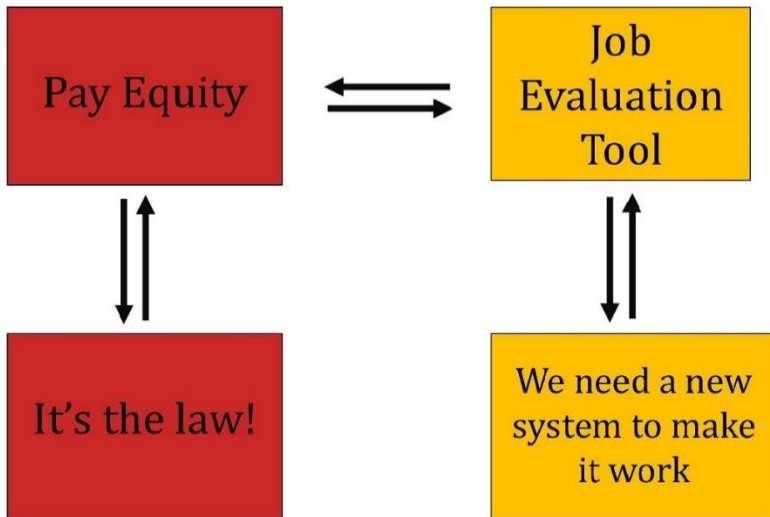
Pay Equity

Is the Law! Ontario *Pay Equity Act*

It's in our **Collective Agreement (CA)**  
**Letter of Understanding (LOU)**

- Fought for it and WON in bargaining

Job  
Evaluation  
Tool



## New Principles

- Transparency
- Dispute Resolution





## Job Evaluation Project Phases

### Design

- Design, develop and test job evaluation system tools (e.g. sub-factors and collection tool)

**FINISHED**

### Evaluate

- Gather job content information
- Evaluate jobs
- Establish job hierarchy

**IN PROGRESS**

### Implement

- Plan and develop materials to support implementation
- Perform pay equity comparisons and analysis
- Readiness to transition to daily operations



## Timelines

- **June 14, 2018** | Managers received Job Content Questionnaire (JCQ) electronic links
  - JCQ captures job/position information
  - Members to receive link from Manager within a few weeks of June 14<sup>th</sup>
- **June – September 30, 2018** | JCQ Completion by all Members
- **July 2018 – November 2018** | Evaluation of specific jobs (RDS) by HR
- **August – November 2018** | Union AUDIT of RDS jobs
  - Union can dispute HR's evaluation of RDS jobs, if appropriate
- **August 2018 – April 2019** | Evaluation of all remaining jobs by HR



## Project Timelines



- **November 2018 – April 2019** | Union AUDIT of remaining jobs
  - Spot-checking
  - Union can dispute HR's evaluation of remaining jobs, if appropriate
- **May – September 2019** | APPEALS process for all USW Members at this point
  - Managers cannot deter/stop Members from appealing
- **September – December 2019** | Final negotiations between the Parties of remaining JE/Pay Equity details
  - Definition of Job Classes with their respective gender dominance
  - Weights for individual sub-factors and levels
  - Point bands to be used to group job classes of comparable value
  - Male comparator for each band
  - Placement of positions within new bands
  - Adjustments to Compensation
    - Retroactivity including effective date and timing of payments
    - Step composition in the current Salary Grid (Deferred Wage System)

**NOTE:**  
**Red-circling**  
**was addressed**  
**during**  
**bargaining**



## Have you submitted re-evaluation documentation recently under the old system?

- Ensure that your current re-evaluation paperwork is submitted
- USW Members are still eligible for retro-active payments under the old system, if applicable
- If your Manager is advising that you to wait, **email your Union Steward**
- Check with HR regarding your current re-evaluation paperwork if it's already submitted and if you haven't heard from them in a while
- You should continue through the old process AND fill out a new JCQ when your manager sends you a link



# Job Information Gathering



- HR has begun gathering information for bargaining unit positions using the Job Content Questionnaire (JCQ)
- 4 Factors: legislated by the *Ontario Pay Equity Act*
- 11 Sub-Factors: broken down into general descriptors

Factors:	Sub-Factors:
Skill	Education
	Experience
	Interpersonal and Communication Skills
	Problem Solving and Complexity
Responsibility	Supervision and Functional Guidance
	Planning and Coordination
	Impact of Decisions
Effort	Physical Effort
	Concentration
Working Conditions	Physical Environment/Health and Safety
	Job Pressure



On June 14 JCQ online links were distributed to managers for employees. A manager, in collaboration with their employee(s), may decide to complete the JCQs as follows:

- Send employees a link to a 'blank' JCQ to which they will add responses and the manager will review their input;
- Send employees a link to a JCQ with some responses already drafted for their review;
- Work *one-on-one* with employees and complete together;
- Work with multiple employees performing the same or similar work to complete the JCQ together.
  - Employees included within a group, can decide to request their own JCQ link and complete individually.

## Process and Sign-Off



- The process is to include the active engagement of both the manager and the employee.
- Filling out the JCQ is a collaborative process. Managers should be doing everything they can to understand your concerns as an employee.
- If you have already had conversation(s) with your manager, **and need support**, you can complete and submit the JCQ Dispute Resolution Form to Human Resources.
- HR will follow-up with the manager, employee **and the designated USW representative** (Steward).

## Process and Sign-Off



- Agreement is needed between the manager and each employee that the JCQ accurately describes the full scope of the job.
- Once agreement has been reached on the JCQ content, then completion can continue/sign-off process will occur.
- The finalized JCQ will be signed-off by the manager and employee(s). This sign-off step will be completed after submission of completed JCQ.
- All JCQs will be completed and returned to HR by **September 30, 2018**.
- **Do not sign-off unless you are comfortable/satisfied.**

### NOTE:

If you are new to your position, or returning from a recent leave (e.g. maternity), you can request additional **familiarization time** from your manager to complete your JCQ



## Process and Sign-Off



*Do not sign-off on your JCQ unless you are  
comfortable/satisfied*





**Consists of: Table of Contents | Instruction Page | JCQ Cover Page | 14 Sections for gathering job information | Review Page**

- Allows for completion in multiple sessions; average 4 hours to complete
- Branching logic built-in
- Answers are automatically saved by clicking “Next” at the end of each page
- Sharing links
  - JCQ links are unique and tied to a specific position
  - A link may be shared between several individuals (i.e. Groups)
- There are a variety of question types such as multiple choice, free text answer
- Ensure responses reflect the **requirements of the job, not the performance of the employee, the volume of workload, or the years of service**



Most questions require an example

Detailed examples will ensure the clearest picture of the job

When providing examples, consider:

- Examples that illustrate the challenge, specialization and/or complexity involved
- What would be required in the job if someone else were to be hired tomorrow?

Two JCQ sections that require many examples:

- Section 4 - Sub-factor: Interpersonal and Communication Skills
- Section 5 - Sub-factor: Problem Solving and Complexity





## Different inquiry types (*some examples*):

- Link is inactive | **Contact HR – view their web site**
- *Qualtrics* platform isn't working | **Contact HR – view their web site**
- Unsure of what examples to use | **Speak to your Manager**
- Group JCQ gathering not going well | **Speak to your Manager**
- Feeling pressured to Sign-Off | **Email USW**
- Difficult conversations with your Manager | **Email USW**



## Who to Contact?



### Questions for USW? | Who to contact:

1. Email: [jobeval@usw2010.ca](mailto:jobeval@usw2010.ca)
2. Email: [contact@usw2010.ca](mailto:contact@usw2010.ca)

**NOTE:**  
Add "JEC" to the  
subject line  
when emailing

**HR Client Support Request Form:** Fill out the web for' at:

<http://www.queensu.ca/humanresources/total-compensation/job-evaluation/queens-usw-je-system-project>

**FAQ's:** Found on the HR web site and on the USW web site (need to login)



# Questions from the floor?

[if time permits]

Create your USW login Account TODAY!  
[JE details and updates will be uploaded]

**QUESTIONS? CONCERNS?**  
**Contact your Steward!**