

Queen's – USW Local 2010 (“USW”) JE Project
Guide to Job Evaluation Results

Purpose of this Guide:

This guide was developed to assist employees in the review of their **Job Evaluation (“JE”) Results form**.

Background:

A joint Queen's and USW Local 2010 (“the university and USW”) committee developed a new job evaluation tool which was applied to positions across the bargaining unit. This tool measures the skill, effort and responsibility of a position, along with the working conditions in which the position operates.

Incumbents in positions within the USW bargaining unit who participated in the process completed a Job Content Questionnaire (“JCQ”)¹. Each JCQ submitted in the process was reviewed by the HR evaluation team who applied the tool in order to credit the work being performed by the positions.

During the evaluation process, USW audited the evaluation results for positions in a Reference Data Set (“RDS”), along with a subset of non-RDS positions. The university and USW engaged in a process for resolving any disagreements on the outcome of the evaluation process. The evaluation and audit work is now complete and the results are being provided to employees.

Job Evaluation Tool Overview:

Job evaluation is the process of determining the overall value of a position by analyzing its requirements and contributions. It is based upon an understanding and analysis of job duties, responsibilities and the work environment. In reviewing a position, the focus is on what is required for the position (at the time of submission), not the skills, capabilities or performance of the individuals in the position.

Within the four main factor areas of skill, effort, responsibility and working conditions, the tool uses sub-factors to measure a level. The jointly-developed tool has twelve sub-factors which break the four factors into relevant subject assessment areas where an evaluation is focused. Depending on the sub-factor, ratings could range between 1-3, 1-5, 1-7. Each position has been assigned a rating for each sub-factor within one of these ranges. Your Job Evaluation Results Form summarizes the outcome of applying the tool sub-factor by sub-factor to your position.

Understanding your Job Evaluation Results Form:

The Job Evaluation Results Form is the summary of the evaluation for the position on a sub-factor by sub-factor basis. The sections of the JE Results Form are described below:

Position Title on the JCQ: This section states the title of the position(s) connected to the JCQ.

JCQ #: These are automatically created numbers that allow for internal tracking of all submissions and connect to a Job Content Questionnaire if submitted.

Associated Position IDs: This section includes all position numbers that are included as respondents on the JCQ. These represent all incumbents who completed the same JCQ as a group. All associated position numbers on the same JCQ number receive the same evaluation.

¹ There was no completed JCQ submitted for a small group of employees. A Position Summary, reviewed jointly by the HR evaluation team and the USW audit team, was used to determine the evaluation Results for their position. These employees will receive a copy of this Position Summary along with their Results Form to assist them with their review.

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Sub-Factor Area: The sub-factor areas are broken out as follows:

- Skill:
 - Education: This sub-factor measures the minimum level of formal education (or equivalent) required to perform the work.
 - Experience: This sub-factor measures the combination of prior practical and/or work experience and on-the-job training required to perform the work.
 - Interpersonal and Communication Skills: This sub-factor measures the type and level of interpersonal skills required to communicate effectively with regular contacts both within and outside of the university.
 - Problem Solving and Complexity: This sub-factor measures the scope, relative complexity and recurrence of problems and situations encountered on the job, the skills and knowledge applied to solve problems, and the variety and degree of interpretation and analysis.
- Responsibility:
 - Supervision and Functional Guidance: This sub-factor credits the level of responsibility for functional guidance and/or supervision performed in the work.
 - Planning and Coordination: This sub-factor measures the responsibility of planning and coordination of tasks and activities.
 - Impact of Decisions: This sub-factor measures the impact on the work environment that decisions made in the position could have.
- Effort:
 - Physical Effort: This sub-factor measures the amount and frequency of physical effort that is required in a position.
 - Concentration: This sub-factor measures the amount of mental and sensory demands required to perform the job.
- Working Conditions:
 - Disagreeable Conditions: This sub-factor measures the degree to which a job performs in a disagreeable environment.
 - Health and Safety Risks: This sub-factor measures the residual risk to an employee's health and safety that is present while doing the job.
 - Job Pressure: This sub-factor measures the amount of job pressure and stress inherent to the position.

Rating Information: This section summarizes the level selected for the position.

- **Description:** These fields provide a summary description of the level of the work that is being credited. If the required information is outlined clearly in the corresponding subject section of the JCQ, then no notes are included in the Notes section.
- **Notes:** This section details where additional information is found to arrive at a sub-factor rating, when applicable, if the evaluator looked to other areas of the JCQ to credit.

Sub-Factor Rating: This is the number associated with the rating selection for each sub-factor in the evaluation.

Each sub-factor rating is based upon a review of the information provided in the JCQ. The JCQ itself is divided into the various areas that are measured by the job evaluation tool. As they relate to sub-factors, these areas are called Primary Areas. HR Evaluators applied information provided throughout the entire JCQ, with emphasis being on

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information contained in the Primary Area. Where necessary, the evaluators consulted other areas of the JCQ. Essentially, the evaluators followed a roadmap of the information supplied in a JCQ to determine the evaluation result. The numbers listed below correspond to the section of the JCQ. The roadmap is as follows:

Sub-factor	Primary Area of JCQ	Other Areas Reviewed
Education	JCQ Qs: 4.2-4.9, with validation in 3.3 – 3.10	JCQ Qs: 5.3, 7.2-7.21, 16.2-16.3
Experience	JCQ Qs: 5.1-5.5 with validation in 3.3-3.10	JCQ Qs: 4.2-4.9, 16.2-16.3
Interpersonal and Communication Skills	JCQ Qs: 6.2-6.24	JCQ Qs: 3.3-3.10, 8.9, 8.14-8.18, 15.2-15.3, 16.2-16.3
Problem Solving and Complexity	JCQ Qs: 7.2-7.21	JCQ Qs: 3.3-3.10, 16.2-16.3
Supervision and Functional Guidance	JCQ Qs: 8.2-8.18	JCQ Qs: 3.3-3.10, 9.5-9.7, 10.4, 16.2-16.3
Planning and Coordination	JCQs: 9.2-9.11	JCQs: 3.3-3.10, 16.2-16.3
Impact of Decisions	JCQ Qs: 10.2-10.6	JCQ Qs: 3.3-3.10, 10.2-10.6, 16.2-16.3
Physical Effort	JCQ Qs: 11.1-11.5, 12.1-12.12, 14.2-14.4	JCQ Qs: 3.3-3.10, 16.2-16.3
Concentration	JCQ Qs: 12.1-12.12, 14.2	JCQ Qs: 3.3-3.10, 16.2-16.3
Disagreeable Conditions	JCQ Qs: 13.2-13.4	JCQ Qs: 3.3-3.10, 16.2-16.3
Health and Safety Risks	JCQ Qs: 14.2-14.4, 12.2-12.9	JCQ Qs: 3.3-3.10, 16.2-16.3
Job Pressure	JCQ Qs: 15.2-15.6	CQ Qs: 3.3-3.10, 10.5-10.6, 16.2-16.3

The description of the sub-factor rating chosen may or may not be identical to what was selected in the Primary Area. Where this is the case, a Note will describe the location where such information was found.

Example: Planning and Coordination

- **JCQ Selection Example:** Q9.8 Please provide an example of planning or coordinating programs, events, conferences, athletic meets, meetings, calendars.
- **Answer Example:** This position schedules multiple meetings, coordinates workshops and tracks projects using shared calendars.
- **Job Evaluation Result Form Example:**

Sub-Factor Area	Rating Information		Sub-Factor Rating
	Description	Notes	
Planning and Coordination	Planning and coordination of own workload and work team tasks, including meeting and calendar coordination involving more than 2 individuals, simple travel arrangements, reports, training sessions and/or <u>workshops</u> .		3

It should be noted that the evaluation process is designed to credit aspects of the work that are inherent to the job. As an example, positions in the Central Heating Plant may be credited for noise and disagreeable conditions, but overall building conditions such as proximity to windows, humidity levels in offices, or dust are not credited.

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Your Results:

The Job Evaluation Result Form (“Results Form”) conveys the outcome of the job evaluation process for your position.

Reviewing your Results:

To thoroughly review your Results Form you should do the following:

1. Look back on the job information provided in the JCQ document provided and compare it to the Description selected by the HR evaluators for each sub-factor.
2. Confirm that the Description accurately reflects the job information provided in the Primary Area of the JCQ for that sub-factor (refer to the roadmap provided above to determine the Primary Area(s) for each sub-factor).
3. Confirm that the Description accurately reflects the job information contained in the other area(s) of the JCQ referenced by the HR evaluators in their Notes, if any.

Next Steps

1. If you agree that the Rating Information (Description and Notes, if any) accurately reflects the job information provided in the JCQ, your review is complete and there is no further action required and the evaluation for your position will be considered **final**.
2. If, following your review of the completed JCQ, you have concluded that job information was omitted from the JCQ or insufficiently credited (considered) by the evaluators, you may file an Appeal and have the evaluation Results reviewed. To determine whether information was omitted or insufficiently credited (considered) by the evaluators consider the following:
 - a. Was information omitted from the JCQ that you believe might have affected the Description chosen for the sub-factor (for example, specific job information for the position was not included in the completed JCQ in the Primary Areas for the sub-factor) and/or,
 - b. Did the HR evaluators fail to consider specific job information (the university and the USW have described this as information that was “insufficiently credited” by the HR evaluators) related to a sub-factor(s) **that might affect the Rating**. Examples of insufficiently credited information include:
 - o information about a sub-factor that is found in the JCQ and is located outside of the Primary Area for that sub-factor that might impact the rating, but there is no reference to it in the Notes section of the Results Form.
 - o the Description chosen by the evaluators does not accurately represent the information contained in the JCQ.

Please note that:

- Standardized language has been used for the Description of each level of a sub-factor. This means that identical Descriptions have been used for similar ratings to capture similar circumstances on sub-factors in all Results Forms. As mentioned above, the Notes section details when additional information, located outside of the Primary Area for that sub-factor was relied upon by the HR evaluators to arrive at a Rating. The Notes section is customized and will not appear in the Rating Information for all sub-factors. If no Notes are included, this means that the HR evaluators based their Rating on the job information contained in the Primary Area only.

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- Descriptions should reflect the position as described in the JCQ on the date it was submitted. If the position has changed since that time, advise your manager of these changes as there is an agreed upon process, later in the JE Project, for reviewing positions that have experienced significant changes since the submission of the JCQ. However, changes to a position since the submission of the JCQ are not grounds for an Appeal.
- HR evaluators have assessed the skills, capabilities and performance required for the position on the date of submission. It is possible that incumbents will possess skills and/or capabilities that exceed those required for the position. A review of incumbent skills and capabilities is not part of the job evaluation process; the process is an evaluation of the positions.

Appeal Process:

The university and USW have agreed to an Appeal Process. As part of this process managers and/or incumbents will have 30 days from the date of notification of their results to dispute those results. As noted above, the grounds for an Appeal have been defined by the university and USW and are, that job information was omitted from the JCQ or insufficiently credited by the HR evaluators and you believe that it may have affected the rating on a sub-factor(s).

To be reviewed by the university and the USW as part of the Appeal Process, a USW Local 2010 Job Evaluation Results Appeal Form must be submitted on or before **September 4, 2010** and include;

- all additional information about the position under review that you and/or your manager believe was omitted from the JCQ (remember to include only job information as at the time of submission);
- a reference to any area(s) of the JCQ (include specific section numbers), outside the Primary Area for a sub-factor, that includes information related to a sub-Factor and that is not referenced in the Notes section of the Results Form;
- the details as to why you believe that the Description selected does not accurately describe the position at the time that the JCQ was submitted; and,
- a statement/explanation of how this additional information might affect the rating.

The Appeal Form is accessible [here](#).

Questions:

If you have questions, we invite you to reach out using the following means:

- Consult the website including an Infographic and FAQs at: <https://queensu.ca.sharepoint.com/sites/QU-USW-JobEvaluation>
- Consult with your manager
- Initiate a support request via the university's dedicated job evaluation support line je.project@queensu.ca or extension 78018.
- Contact the USW Office at 613-533-2693 or jobeval@usw2010.ca to consult with a representative of USW to discuss your results and/or to seek guidance regarding filing an appeal.