

# Job Evaluation Maintenance Procedures

As Agreed Between The Government of  
Saskatchewan, and the Canadian Union of Public  
Employees

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## ARTICLE 1 – PURPOSE – EQUAL PAY FOR WORK OF EQUAL VALUE

The parties agree to maintain a single gender neutral joint job evaluation plan to achieve equal pay for work of equal value for all jobs within the scope of the Government of Saskatchewan/CUPE 600 Collective Agreement, in accordance with the general objectives and principles set out in this agreement between CUPE Local 600 and the Public Service Commission (PSC) of Saskatchewan, which includes these four main factors and their respective subfactors:

FACTORS	SUBFACTORS
<b>Skill</b>	<b>Knowledge Experience Problem Solving Interaction</b>
<b>Effort</b>	<b>Mental Effort Physical Activity</b>
<b>Responsibility</b>	<b>Responsibility For People and Assets Supervision of Others</b>
<b>Working Conditions</b>	<b>Disagreeable Conditions</b>

## ARTICLE 2 – PRINCIPLES AND POLICIES

### 2.1 Principles

1. To evaluate jobs, not people, nor performance.
2. Subfactors are generic, capable of measuring all aspects of work, do not measure **occupation-specific aspects of work**, and are applied to all jobs in the bargaining unit.
3. Degree level definitions in the subfactors measure significant differences in work.
4. Benchmarks demonstrate occupation-specific aspects of work including traditionally undervalued characteristics.
5. Persons evaluating jobs shall be trained in bias awareness, proper and consistent application of the plan, and not have vested interests in the outcome.
6. Job evaluation subfactors and benchmarks will be available through the Public Service Commission, Human Resource Branch, local CUPE Office, Community Living Division (CLD) Central Office, Valley View Centre (VVC) Library and CLD Regional Offices.
7. Appeal mechanisms shall exist to examine, substantiate, authenticate and adjudicate decisions and shall function in a manner that maintains the integrity of the job evaluation plan through disclosure of rationale.
8. In the application of the new classification plan, there is no discrimination in pay where a **pay difference is the result of:**
  - a) A temporary training, or developmental assignment, which is equally available to male and female employees and leads to career advancement for those involved in the program, or assignment.
  - b) Any personnel practice where a job is downgraded and the incumbent retains a rate above maximum of the newly assigned range.
  - c) A skills shortage that is causing inflation in pay for an occupation because the employer is encountering difficulties in recruiting and/or retaining employees with the requisite skills.
  - d) Changes in job assignments.

### 2.2 Policies

1. Subfactors:
  - a) The Notes to Raters are to be applied when evaluating jobs.

- b) Rating decisions established in violation of Notes to Raters are considered to be in error and shall be re-evaluated.
  - c) Errors in application of factors are not precedent setting.
  - d) Only the JJEC shall be authorized to assign the rating of any job within the plan and have it forwarded to the PSC.
2. Benchmarks:
- a) The ratings and content of benchmarks cannot be changed or adjusted except by the Joint Job Evaluation Committee.
  - b) These benchmarks are the only allowable position comparisons for ratings and for appeal hearings.

## ARTICLE 3 – DEFINITIONS

The following definitions are to apply to the terms used herein and throughout the Job Evaluation Program:

Benchmark

**Benchmark**

“Sample Jobs” which **represent a selection of jobs** chosen from the classifications covered by the plan. These are used as a basis for comparison under the job evaluation plan.

**Classification Level**

The points range and corresponding salary range assigned to the job based on the total points resulting from the job’s subfactor ratings.

**Collective Agreement**

The collective agreement currently in effect between the employer and CUPE Local 600-3

**Duty**

Is made up of a number of tasks

**Factors**

The four major criteria used to measure jobs are skill, effort, responsibility and working conditions.

**Gender-Neutral**

Any practice or program which does not discriminate between men and women

**Incumbent**

An employee assigned to a job

**Job**

A group of duties or range of duties or tasks and responsibilities assigned to and performed by the incumbent(s).

**Job Analysis**

The process of determining and recording the tasks and duties of a job and the required skill, effort, responsibility, and working conditions involved in the performance of that job, through the use of questionnaires, interviews and work-site observation.

**Job Description**

The written description of a job which includes a summary and a listing of the major duties and responsibilities.

<b>Job Evaluation</b>	A process which measures the value of jobs in relation to each other; this value is expressed in points.
<b>Job evaluation Decision Form</b>	The tool used to record the rating decision on each subfactor and provide formal notification of the decision.
<b>Job Evaluation Plan</b>	Contains the guidelines and degree levels for each subfactor used for evaluating a job.
<b>Job Evaluation Rating Form</b>	The tool used to record the facts and rationale for the degree levels assigned to each subfactor for each job.
<b>Joint Job Evaluation Committee</b>	The Committee responsible for the implementation and maintenance of the job evaluation plan.
<b>Points</b>	The numerical expression assigned to each degree within each subfactor.
<b>Position Description Questionnaire</b>	The tool used to collect and record job data and forms part of the job documents.
<b>Rating</b>	The process of relating the facts contained in the job documents to the job evaluation plan and selecting the subfactor degree levels judged to be appropriate.
<b>Salary Schedule</b>	A listing of classification levels, point ranges and salary ranges.
<b>Sore-Thumbing</b>	The process of making an objective comparison of a rating decision made by the committee to previous rating decisions of similar and/or related positions. Comparisons may be performed by a factor-by-factor basis or on a total point basis.
<b>Subfactors</b>	Are components of the four major factors.
<b>Subfactor Degree Levels</b>	The actual measurement levels within each subfactor.
<b>Task</b>	A unit of work activity which forms part of a duty; one of the operations that constitute a logical and necessary step in the performance of a duty.
<b>Total Points</b>	The sum of all points allotted to each job for all factors determined in accordance with the job evaluation plan.

## ARTICLE 4 – THE JOINT JOB EVALUATION COMMITTEE (JJEC)

4.1 The parties will maintain a joint union-management job evaluation committee (JJEC), members to serve a minimum 4-year term, with some of the first members of this committee having continuity with the plan development JJEC.

- (a) After the first 4 years, ½ of the committee may be replaced.
- (b) Subsequently, ½ of the committee may be replaced every 2 years.

4.2 The composition of this committee shall be:

- a) At least 50% women.
- b) 50% union and 50% management, selected by their respective party.
- c) Reflective of the various areas of CLD to ensure ability to evaluate jobs and conduct appeal hearings within the conflict of interest guidelines.
- d) Maximum of twelve (12) members with a minimum of eight (8) members for a quorum for committee meetings subject to the above guidelines and the minority party approval.

4.3 This committee shall operate by consensus and shall meet a minimum of twice annually.

4.4 The members of this committee shall be trained in equal pay for work of equal value principles, eliminating bias in job evaluation, the application of the job evaluation plan and any other training as deemed necessary.

4.5 One (1) union and one (1) management co-chairperson will be selected by their respective committee. The Co-chairpersons are responsible for:

- a) The chairing of Committee meetings;
- b) The scheduling of regular Committee meetings which includes notification of appropriate supervisors for Committee members' attendance;
- c) Establishing the priority of matters to be acted upon by the Committee and ensuring a timely response to job evaluation requests;
- d) Ensuring meeting minutes are recorded;
- e) Ensuring the rotation of JJEC members through the Rating Panel and Appeal Panel functions.

4.6 The Employer will provide administrative support services to the Committee. These services shall be under the direction of the Co-chairs and shall include:

- a) The distribution of all Committee correspondence to the Committee Co-chairpersons;
- b) The preparation and distribution of meeting agendas forty-eight (48) hours prior to the meeting;
- c) The preparation and distribution of minutes;
- d) The preparation and distribution of Committee documents.

4.7 The union committee members appointed by the Union shall be granted leave of absence with pay and without loss of seniority for periods of time spent working on the Committee. These members shall continue to have all rights and privileges of the collective agreement including access to the grievance procedure, promotional opportunities and salary increments to which the employee would normally be entitled, including any increase that may occur as a result of an evaluation of their present position.

4.8 Union committee members shall be replaced in their regular jobs for such time as they are working on the JJEC. Such replacements will have all the rights and privileges of the collective agreement.

4.9 Either party to the agreement may engage advisors to assist its representatives on the JJEC. Any such advisor shall

be entitled to participate in discussion but shall not be considered to be a member of the Committee.

4.10 The Committee shall meet as necessary at a mutually agreed upon time and place. Either party may call a meeting by giving written notice and this meeting shall take place within seven (7) working days of the delivery of the notice to the other party's Co-chairperson. Each member shall receive notice along with the agenda for the meeting at least forty-eight (48) hours before the meeting.

## ARTICLE 5 – MANDATE OF THE JJEC

5.1 The JJEC shall maintain the CUPE Gender-Neutral Job Evaluation Program by:

- a) Maintaining the integrity of the program through:
  - i) additions, deletions and changes to the Notes to Raters and benchmarks;
  - ii) resolving issues regarding subfactor level definitions;
  - iii) determining training requirements to be delivered on equal pay for work of equal value principles, elimination of bias in job evaluation, and the application of the plan;
  - iv) approving forms to be used;
  - v) determining and implementing an audit strategy that ensures decisions have been made within the intent of the subfactors and that current ratings reflect the current job assignments.
- b) Evaluating all the jobs using the job evaluation plan;
- c) Conducting appeals using the job evaluation plan;
- d) Recommending to the parties changes to the job evaluation plan, its procedures or methods, as may be deemed necessary from time to time.

## ARTICLE 6 – JOB ANALYSIS PROCEDURES AND RATINGS FOR NEW AND/OR CHANGED JOBS

6.1 Composition – Rating and Appeal Committees

- a) The Rating Panels (RP) will consist of four members of the JJEC who will make the rating decisions. The Appeal Panels (AP) will consist of another four (4) JJEC members. Quorum shall consist of three (3) members subject to the approval of the minority party. The RP and AP functions will rotate between JJEC members.
- b) Rating and appeal panels shall be equally split between union and management and all occupations must be adjudicated by equal or better female representation.
- c) Rating and appeal decisions will be by consensus and shall be final and binding on the parties subject to the appeal procedures set out in [Appendix D](#).

6.2 Job Evaluation Procedures for New Jobs

Whenever the employer wishes to establish a new job, the following procedures shall apply:

- a) The employer shall prepare a draft job description for the job;
- b) The JJEC shall meet and establish a temporary rating for the job, based on the draft job description and discussion with the manager, and advise PSC using the Job Evaluation Decision Form ([Appendix B](#)). There is no appeal provided at this point;
- c) The job shall be posted and any person appointed to the job shall be paid the pay grade corresponding to the temporary rating;
- d) After six (6) months from the appointment of an incumbent to the job, the incumbent(s) and the supervisor shall complete a Position Description Questionnaire ([Appendix A](#)) that shall be submitted, along with an updated job description, to the JJEC. The Committee shall amend the job description as required and rate the job according to the procedure set out in Article 6.4. The pay grade shall be paid to each incumbent effective the date of his/her appointment to the job.

### 6.3 Validity of reclass requests

The JJEC must ensure reclass requests are due to changes that have occurred in the job assignment, and are not simply rewrites of the previously evaluated information. The first step in looking at a reclass request is to find out what has changed. If JJEC concludes there has been no significant change to previous job information, JJEC has the right to refuse the request for review. There will be no appeal rights if the request is refused.

### 6.4 Process for requesting a review

When requesting a classification review, the employee shall complete the Request for Review Form **and Position Description Questionnaire** ([Appendix A](#)) and identify which subfactor(s) they feel should be reviewed. It is up to the JJEC to decide which subfactor(s) is (are) affected.

The following general procedure shall be used to rate jobs:

#### Step 1

A Position Description Questionnaire shall be completed by the incumbent(s) and the supervisor. The completed questionnaire shall **be submitted to the JJEC along** with the copy of the current job description (if one exists). The questionnaire should detail any changes to the job resulting from new or changed circumstances in the job.

#### Step 2

The Rating Panel shall draft an up-to-date job description based on the information gathered. Where further information is required, interviews shall be held with the incumbent(s) and/or the supervisor. The Rating Panel shall submit the job description to the incumbent(s) and the supervisor for their review. Amendments may be made to the proposed job description, as deemed necessary by the Rating Panel, from the response of the incumbent(s) and the supervisor. When agreed upon, the job description shall be signed by the incumbent(s) and the supervisor to signify their mutual agreement that it is an accurate description of the assigned responsibilities.

#### Step 3

The job shall now be rated, based on the agreed-upon job description, in accordance with the job evaluation plan. The Rating Panel shall also use information obtained from the completed Position Description Questionnaire, interviews with the incumbent(s) and/or supervisor and, if required, visits to the job site. The plan evaluates the skill, effort, responsibility, and working conditions involved in the job. Each of these factors is subdivided into subfactors which provide a standard against which each job is rated to determine its relative worth.

#### Step 4

When the Rating Panel has completed the rating of a job against the plan, it will conduct a sore thumbing exercise. The Rating Panel will then record the results and rationale on the Job Evaluation Rating Form, complete the Job Evaluation Decision Form ([Appendix B](#)) and forward it to Human Resources. Human Resources will send copies of the Job Evaluation Decision Form to the incumbent(s), supervisor, the union and PSC. The Rating Panel will provide written rationale for their decision to the employee.

## ARTICLE 7 – MAINTAINING THE JOB EVALUATION PROGRAM

7.1 It is important that accurate job descriptions and job ratings be maintained on an ongoing basis. Failure to do so will serve to damage the integrity of the program. JJEC will have easy accessibility to job evaluation documentation



**maintained in Human Resources.**

7.2 It is the intention to periodically review jobs upon request and to establish a regular review schedule for all jobs where approximately 20% of the jobs will be reviewed each year after full implementation.

7.3 The parties agree that the structure of the job evaluation plan will not be eroded through subsequent rounds of collective bargaining.

## **ARTICLE 8 – SETTLEMENT OF DISAGREEMENTS**

8.1 In the event the JJEC is unable to reach agreement on any matter relating to the interpretation, application or administration of the job evaluation program, the Co-chairpersons of the Committee shall request, within ten (10) working days, that each party designate an advisor to meet with the Committee. The two (2) advisors shall meet with the Committee and attempt to assist in reaching a decision.

If, after meeting with the two (2) advisors appointed pursuant to Article 8.1, the Committee remains unable to agree upon the matter in dispute, the Co-chairpersons shall advise, in writing, the union and the employer of this fact, within fifteen (15) working days.

8.2 The parties to the Collective Agreement shall meet to resolve the outstanding issues by whatever means are mutually agreeable. However, job evaluation issues shall ultimately be resolved by the Classification Joint Council in accordance with the appeal process as outlined in [Appendix D](#).

## **ARTICLE 9 – APPLYING THE RATING TO THE SALARY RANGES**

9.1 Job ratings serve to:

- a) group jobs having relatively equivalent point values (this is commonly referred to as banding);
- b) provide the basis upon which wage rate relationships between jobs are established;
- c) measure changes in job content;
- d) assign jobs into their proper classification level in the salary schedule.

9.2 The total point allocation shall be used to determine the salary range for the jobs based upon the following table:

Classification Level	Point Range
1	101 - 290
2	291 - 340
3	341 – 390
4	391 – 440
5	441 – 490
6	491 – 540
7	541 – 590
8	591 – 640
9	641 – 690
10	691 – 740
11	741 – 790

## **ARTICLE 10 – CONCLUSION AND IMPLEMENTATION**

These Maintenance Procedures, including all appendices, the Gender-Neutral Job Evaluation Plan, job descriptions and any other documents, as agreed to by the JJEC, March 28, 2001 shall be effective upon implementation of the job evaluation plan.