

Trent University Job Evaluation – Orientation & Procedures

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Orientation to Job Evaluation

Purpose

Job Evaluation is a system designed to objectively and systematically place a relative value on jobs within the University in order to form a rational basis for fair and equitable pay. It defines common job elements found in all jobs. Furthermore, it measures the amount, or degree, that a specific element exists within a job. Each degree is then weighted with a point value, which when added, provides a total job value. The total job value determines the appropriate salary level for the job.

The Exempt and OPSEU Job Evaluation Manuals have been designed to ensure that the value of each position is properly established at Trent. These manuals contain the Job Evaluation System for Trent University that will be applied to Exempt and OPSEU positions within the University and can be obtained directly from Human Resources.

Objectives

The objectives of the Job Evaluation System are that it be:

Values Driven: The System should reflect the values of the organization on what it believes are the most important considerations determining the relative worth of job

Fair: The System should be transparent, the process systematic and objective, and the results seen to be fair in recognizing the work performed

Universal: it can represent the diversity of positions represented in the group and measure characteristics of work performed across a wide range of jobs

Gender-neutral: it can identify the characteristics of the work of women and men

Pay-Equity Compliant: it will describe work using the four factors specified in the Ontario Pay Equity Act: responsibility, skill, effort and working conditions.

Maintained: the various components of the Job Evaluation system and of Pay Equity are critical to the credibility of the philosophy of 'fairness'. Processes must be instituted to ensure that: changes in job responsibilities and new jobs are captured, documentation is maintained as to the rationale for decisions and the gender of each job class is maintained.

General Principles & Practices

- Evaluators must be unbiased and objective.
- Jobs are evaluated considering what they would require should they be vacant.
- Performance of the incumbent is not rated.
- Each job is evaluated in the context of the organizational structure.
- Interaction between jobs, supervisor/subordinate relationships, and overall group functioning must be free of gender bias.

- Committee evaluators are trained in the Job Evaluation System being used, and the purpose and process of job evaluation.
- Evaluators have a solid understanding of the organizational structure within which the job being evaluated functions, as well as how each job fits in and relates to others.
- Evaluators review the Job Questionnaire or written submission in detail to ensure a sound understanding of the job. If there are any questions about the job, the job incumbent and/or their supervisor are consulted.
- Evaluators, taking one job at a time, work through the Job Evaluation System factor by factor, deciding on the appropriate degree for each individual factor. Particular attention is paid to the degree definitions and evidence of these in the job content.
- After jobs have been evaluated, they are compared one to another, both in terms of overall ranking, and factor by factor, to ensure that the relative values arrived at make sense and can be defended by evidence from the job. This step is important, and is essential in determining the relative value of a job and in maintaining the integrity of the system.
- Evaluators take notes throughout the process to ensure there is detailed documentation to support and explain decisions taken, particularly where there is some question around the degree arrived at. Documentation is essential in order to provide a job history trail for future evaluation updates or changes, and to defend the result if challenged by a third party.
- The principle of 'Best Fit' is applied. That is, the degree in which the narrative best describes the presence of each factor in the job being evaluated is selected. The opening sentence is the most important part of the definition; subsequent sentences are for clarification. As fitting all aspects of all jobs for all factors would be impossible, the degree that is the 'best fit' is found. The context of other jobs to determine best fit (ie: the job has MORE impact than one job, but LESS than another) is used.
- The Job Evaluation System is a 'Continuum'. There is no absolute degree for any given factor present in a job. They may be a vote that is weak (tending towards the next lower degree), or strong (tending towards the next higher degree). If the level or responsibility is more than indicated by the degree, it may be identified with a plus (+) sign; if the level of responsibility is not quite at a certain degree, but more than the next lower, it can be assigned the higher degree with a minus (-) sign.
- The job evaluation process is systematic, but not scientific. There are no pre-determined comparators for any position; the list of appropriate comparators evolves as the system evolves.

Summary of Factors

The Pay Equity Act requires work be described using four factors Responsibility, Skill, Effort (Mental & Physical), Working Conditions.

The following factors are recognized in the Trent University Job Evaluation System. These factors all fall into the four legislated categories as follows:

Responsibility

- Analytical Reasoning
- Decision Making
- Impact
- Responsibility for Work of Others

Skill

- Job Knowledge (Educ./Exper.)
- Motor Sensory Skills
- Communication

Effort

- Effort

Working Conditions

- Working Conditions

* Factor weightings vary between the OPSEU and Exempt systems.

Evaluators

The job evaluation system is applied by objective, unbiased evaluators who have been trained in the use of the system, and who have a consistent understanding of the definition and meaning of the factors, and of the varying degrees within each factor. Evaluators are chosen carefully, considering their knowledge of Trent, and their ability to apply the system objectively and conscientiously.

Job Evaluation Procedures

If you are a current employee of Trent University and fall into one of the following categories, the Job Evaluation system is available for you to access:

Employee (OPSEU): Who has been assigned more than is required in your current job description (ie: you have permanently assumed extra responsibilities) or permanently discontinued performing some/all the duties described in your job description.

Employee (EXEMPT): Who has been assigned more than is required in your current job description (ie: you have permanently taken on extra responsibilities) or permanently discontinued performing some/all the duties described in your job description.

Supervisor/Manager (OPSEU): Initiating updates to a subordinate's (ie: OPSEU) job description.

Supervisor/Manager (EXEMPT): Initiating updates to a subordinate's (ie: Exempt) job description.

Hiring Manager (OPSEU): Preparing to post a new or significantly altered OPSEU position.

Hiring Manager (EXEMPT): Preparing to post a new or significantly altered Exempt position.

OPSEU, Local 365 Executive Member: May request a review of an OPSEU position on behalf of an OPSEU member

Job Evaluation Procedures – OPSEU Positions (Occupied)

If you are an OPSEU member, the Supervisor of an OPSEU member, or Executive OPSEU Member acting on behalf of an OPSEU member who has been assigned more than is required in the current job description (ie: has permanently assumed extra responsibilities) or permanently discontinued performing some/all the duties described in the job description, you may submit a request for review by taking the following steps:

Step 1: Identification of Changes

Describe, in writing, any 'significant' changes to your current job description (ie: how it has changed from the current job description). The preferred submission format is an updated job description, with clear identification of changes (e.g. use the "Track Changes" feature in MS Word) and an accompanying letter, explaining how the position has changed since it was last evaluated.

Step 2: Supervisor Review/Sign-off

The updated job description should be reviewed with the employee's supervisor to ensure that they are in agreement with the changes made.

Step 3: Submission

The updated job description should be e-mailed to the attention of Brianna Nichol in the department of Human Resources (bnichol@trentu.ca). The employee's supervisor should be copied on the email.

Step 4: Confirmation of Receipt

You will receive an e-mail from the Department of Human Resources confirming receipt of your submission. Your position will be added to the next JJEC Meeting Agenda, or a waiting list, if one exists at the time of submission.

Step 5: Notification/Invitation - JJEC Meeting

You will receive an e-mail from the Department of Human Resources notifying you of the date/time your position is scheduled to be reviewed.

Step 6: Formal Review

In advance of the JJEC meeting, each committee member will receive copies (prepared by HR) of your submission and any current/historical documents related to the position and/or its comparator(s). Each JJEC member will independently review the package

prior to the review date and will come prepared to the meeting with any questions they may have. The incumbent(s), accompanied by his/her Supervisor will have an opportunity to present information to, and answer questions of, the committee. After the incumbent(s) and Supervisor have been excused from the meeting, the committee will, as a whole, discuss the submission and reach a decision by consensus.

Step 7: Communication of Decision

The decision of the JJEC committee will be communicated by HR to the incumbent(s) and the Local President, or designate, within 15 days of that meeting/decision via email, unless otherwise requested.

Job Evaluation Procedures - Exempt Positions (Occupied)

If you are an Exempt employee who has been assigned more than is required in your current job description (ie: you have permanently assumed extra responsibilities) or permanently discontinued performing some/all the duties described in your job description, you may submit a request for reclassification by taking the following steps:

Step 1: Identification of Changes

Describe, in writing, any 'significant' changes to your current job description (ie: how it has changed from the current job description). The preferred submission format is an updated job description, with clear identification of changes (e.g. use the "Track Changes" feature in MS Word) and an accompanying letter, explaining how the position has changed since it was last evaluated.

Step 2: Supervisor Review/Sign-off

The updated job description should be reviewed with the employee's supervisor to ensure that they are in agreement with the changes made.

Step 3: Submission

The updated job description should be e-mailed to the attention of Brianna Nichol in the department of Human Resources (bnichol@trentu.ca). The employee's supervisor should be copied on the email.

Step 4: Confirmation of Receipt

You will receive an e-mail from the Department of Human Resources confirming receipt of your submission. Your position will be added to the waiting list, if one exists at the time of submission.

Step 5: Formal Review

In advance of the Exempt Job Evaluation Committee meeting, each committee member will receive copies (prepared by HR) of your submission and any current/historical documents related to the position and/or its comparator(s). Each Committee member will independently review the package prior to the review date and will come prepared to the meeting with any questions they may have. The incumbent(s), accompanied by his/her Supervisor will have an opportunity to present information to, and answer questions of, the committee. After the incumbent(s) and Supervisor have been excused

from the meeting, the committee will, as a whole, discuss the submission and reach a decision by consensus.

Step 6: Communication of Decision

The decision will be communicated by HR to the incumbent(s) via e-mail, unless otherwise requested.

Job Evaluation Procedures - OPSEU Positions (Vacant)

Any change in duties or qualifications can change the banding and level of pay of a position. If posted improperly, inequities may occur. The intent of this phase of the recruitment process is to determine, prior to posting, whether or not changes to a position require reclassification and to ensure appropriate value/compensation is assigned to a new position. A sub-committee of the (JJEC) has been formed to expedite the evaluation of OPSEU positions. The decisions of the sub-committee are reviewed monthly by the larger JJEC committee.

If you are a Hiring Manager preparing to fill a new or significantly altered position, either OPSEU or Exempt, you may submit a request for classification by taking the following steps:

Step 1:

In Job Description format, identify in writing, the duties and qualifications of the new vacant position. If filling an existing position, identify the 'significant' changes to the current job description using either the 'Track Changes' function in Word and apply it directly on the posting or, the 'Red Light/Green Light' method of identifying changes (ie: using an electronic copy of the most recently banded position description/posting, use a 'red' font colour to identify anything you are deleting from the previous document, and a 'green' font colour to indicate anything new you are adding).

You may find it helpful, for comparison purposes, to determine which existing position is most similar (in terms of duties and qualifications) to your proposed position and use the most recently banded version of that position to assist you in writing your own description.

Step 2:

Be sure to provide, in writing, the rationale for each change.

Step 3:

Forward the new/revised job description (including rationale) to the Department of Human Resources, Attention: Brianna Nichol, Compensation and Human Resources Advisor.

For new/significantly changed OPSEU positions, please allow 5 working days for the JJEC Sub-Committee to review the position and determine the appropriate band level.

Step 4:

Once the position has been reviewed, you will receive a notification e-mail from HR confirming the band level. You will then need to forward a completed [Staffing Request Form](#) to HR, Attention: Brianna Nichol, Compensation and Human Resources Advisor.

HR will review the Staffing Request Form, for accuracy and thoroughness, and will forward the form to Financial Services and the appropriate Vice-President for signature. Once the Form has been returned to HR (fully authorized), HR will proceed to post the job notice in accordance with regular Staffing Procedures.

Job Evaluation Procedures - Exempt Positions (Vacant)

Any change in duties or qualifications can change the banding and level of pay of a position. If posted improperly, inequities may occur. The intent of this phase of the recruitment process is to determine, prior to posting, whether or not changes to a position require reclassification and to ensure appropriate value/compensation is assigned to a new position. A sub-committee of the Joint Job Evaluation Committee (JJEC) has been formed to expedite the evaluation of OPSEU positions.

If you are a Hiring Manager preparing to fill a new or significantly altered position, either OPSEU or Exempt, you may submit a request for classification by taking the following steps:

Step 1:

In Job Description format, or alternatively, in the form of a new Job Questionnaire, identify in writing, the duties and qualifications of the new vacant position. If filling an existing position, identify the 'significant' changes to the current job description using either the 'Track Changes' function in Word and apply it directly on the posting or, the 'Red Light/Green Light' method of identifying changes (ie: using an electronic copy of the most recently banded position description/posting, use a 'red' font colour to identify anything you are deleting from the previous document, and a 'green' font colour to indicate anything new you are adding).

You may find it helpful, for comparison purposes, to determine which existing position is most similar (in terms of duties and qualifications) to your proposed position and use the most recently banded version of that position to assist you in writing your own description. For further assistance in writing job descriptions, please refer to the Qualifications Tool.

Step 2:

Be sure to provide, in writing, the rationale for each change.

Step 3:

Forward the new/revised job description (including rationale) to the Department of Human Resources, Attention: Brianna Nichol, Compensation and Human Resources Advisor.

For new/significantly changed Exempt positions, please allow 5 working days to review the position and determine the appropriate band level.

Step 4:

Once the position has been reviewed, you will receive a notification e-mail from HR confirming the band level. You will then need to forward a completed [Staffing Request Form](#) to HR, Attention: Brianna Nichol, Compensation and Human Resources Advisor.

HR will review the Staffing Request Form, for accuracy and thoroughness, and will forward the form to Financial Services and the appropriate Vice-President for signature. Once the form has been returned HR (fully authorized), HR will proceed to post the job notice in accordance with regular Staffing Procedures.

Appendix A – General Tips for Completing Your Job Evaluation Submission

- When completing your submission, always focus on job content, not your performance in the job. Pay Equity is about measuring the value of the minimum qualifications of a position; not the performance or skill level of the employee. Describe what you do, not how well you do it.
- There are no right or wrong answers; no extra points for “buzz words”.
- How long it will take to complete will vary by job and by employee. If you’re finding it takes excessively long, you may wish to seek assistance from your Manager, union JJEC representative or Human Resources Department.
- Keep examples and descriptions concise, and try to avoid jargon that is specific to your occupation. It is fine to use point form. Examples/explanations do not need to be overly lengthy, but should include sufficient detail and examples so that a person who is not familiar with your job would have a clear picture of what you do and understand what is involved after reading your submission.
- Avoid re-iterating in your submission what is already written in your job description; JJEC is only concerned with substantive changes to your job description.
- Always focus on typical/ongoing job requirements, not unusual circumstances that occur only occasionally and are part of your core job. This also applies to special project-based or developmental assignments that you may take on that are not related to your core job, which should be considered under Article 13.14 - Temporary Assignments.
- Before you begin, list the main general areas of responsibility in your job. It is usually helpful to arrange these from the most important to the least important, or from those that you spend the most time on to those you spend the least. While every job is different, most jobs will have between four and eight key responsibilities.
- When describing your key responsibilities, identify your level of involvement in each. It should be clear whether you are a) directly responsible, b) share responsibility with other staff members, or c) provide input to areas that others are responsible for).
- Summarize the major actions involved when describing your key responsibilities. You do not need to describe in detail every step or task you actually perform, as we do not need this level of information.

Appendix B – Frequently Asked Questions (FAQ)

1. What is job evaluation?

Job evaluation is a tool used to determine the relative value of jobs. It measures job requirements in terms of skill, effort, responsibility and working conditions. It does not measure the skill or performance of the individual in the job. In 1999, the University and OPSEU, Local 365 agreed to negotiate a new job evaluation system that would better reflect the work done at Trent University by OPSEU members and that would continue to be compliant with the Pay Equity Act.

2. Why do we have a job evaluation system?

To ensure jobs performing the same or characteristically similar responsibilities are equitably compensated.

3. How do I know if my job should be re-evaluated?

There are a number of common indicators:

- reporting to a supervisor at a much higher level in the organization
- assuming responsibility for making decisions beyond the level of authority previously exercised
- supervising a much larger group of staff which may include the administration of more than one collective agreement
- significant growth in the size, breadth and/or complexity of the department, program, and/or services provided
- notable increase in the level of minimum qualifications required to perform the work of the job

4. What type of job evaluation system does Trent use?

For OPSEU positions, a quantitative "Point Factor" method is used. This method uses defined factors and degrees to establish job value. Job descriptions are compared to the definitions of degrees in order to determine the most appropriate level. The corresponding points for that level are then awarded to the job and combined for all factors to derive a total score.

For Exempt positions, a quantitative "Proportional Value" method is used.

5. What input do I have into the evaluation of my job?

You and your manager will contribute to the evaluation of your job by providing accurate and relevant information in a Trent University/OPSEU joint

questionnaire about your position. You will also have the opportunity to present briefly to, and answer questions of, the JJEC.

6. What is the role of the Union in the current job evaluation system?

The job evaluation process is a joint system that has been mutually created by the University and the Union. The membership elects representatives to the JJEC and the process by which job are jointly evaluated is entrenched in the OPSEU, Local 365 Collective Agreement.

7. What is my Manager's role?

Your manager has several roles in the job evaluation process:

- If you have questions about job evaluation, your manager can direct you to the right source of information.
- He/she may update and submit your job description to Human Resources.
- He/she may participate in the completion of the joint questionnaire agreed to by the University and the Union.
- As part of the review, he/she may be contacted to provide additional information.
- He/she will be asked to attend the JJEC meeting at the time the position is reviewed.

8. Is a job evaluation a performance evaluation?

No. Job evaluation is about evaluating the skill, effort, responsibility and working conditions of a job or job class; it is not about evaluating an individual staff member's performance or personal qualification. The job evaluation process assesses the requirements and responsibilities of a job or job class.

9. Will I be paid more as a result of the job evaluation exercise?

Employees reclassified to a higher band level shall be placed at a step level in the new band that represents, as a minimum, one step increase from the previous salary. It is understood that there shall be no retroactivity payment, including any retroactivity awarded through arbitration, prior to the date of the receipt of the written request for review in HR.

10. Am I able to access others' job descriptions and/or related position information to use for comparison purposes when preparing my own submission?

Under the Collective Agreement, Human Resources is not obligated to release job descriptions, questionnaires, points sheets or other related position

information to anyone other than the incumbent of the position, his/her supervisor or member of the OPSEU executive. Human Resources may, however, release copies to others upon request, where appropriate.

11. If I am not satisfied with the result of my review and wish to appeal the JJEC decision, what steps am I to take?

In accordance with Article 17.9 of the Collective Agreement between Trent University and OPSEU, Local 365, an employee who claims his/her assigned job is improperly classified and that he/she should be properly classified to another classification may appeal the committee's findings by presenting a request for review in writing to the JJEC, c/o Human Resources, Attention: Nicole Lootsma, Job Evaluation and Labour Relations Advisor within six (6) months of the meeting date at which JJEC's decision was rendered under Article 17.7.

The written request must specify the classification claimed by the employee to be inappropriate together with those individual job factors which are being contested and the substantive basis on which the claim is advanced. Any changes from the original questionnaire should be included. The employee may also request to give a brief verbal submission to the JJEC on the date of the joint review.

12. If, after appealing the JJEC decision, I am not satisfied with the result of my appeal, is there anything further I can do?

Yes. Under Article 17.11 of the Collective Agreement, if you are not satisfied with the final decision of the JJEC, you may file a grievance directly in writing, within two months of the meeting date at which JJEC's decision was rendered. The job evaluation grievance will be forwarded to the Mediator/Arbitrator at the earliest available date acceptable to the parties. A brief written notice of the Mediator/Arbitrator's decision will be issued within ten (10) working days of the mediation/arbitration process. The mediation/arbitration process shall be limited to the consideration of those relevant facts submitted for review to the JJEC.

13. Is there a limit to the number of times I can request a formal review of my position?

In accordance with Article 17.9 of the Collective Agreement, the JJEC shall be under no obligation to accept or respond to more than one (1) request for review of the same position within any twelve (12) month period.

14. Where can I get more information about job evaluation?

If you have additional questions regarding job evaluation, please refer to OPSEU, Local 365 Collective Agreement Article 17 (Job Classification) or contact one of your JJEC representatives.