

JOB EVALUATION

An Overview for Stewards

INTRODUCTION

Job evaluation is a process that ensures equal pay for work of equal value—in other words, pay equity. The University and the Union use an agreed-upon, gender-neutral system to assess positions based on four main criteria. It is extremely important to understand that job evaluation is about a given job, not about the individual who is fulfilling the duties or responsibilities of the role.

SES/U Factor System

Each position is rated on each of the 17 sub-factors in the SES/U (Simple Effective Solution, University), available on the Union's website: (<https://www.usw1998.ca/faqs-and-background-documents>). As required by the Pay Equity Act, the SES/U has four overall criteria, or factors:

- Skill
- Responsibility
- Effort
- Working Conditions

Each of the four factors is further divided into two or more sub-factors, as outlined below:

- Skill
 1. SK1: Previous Education (11%)
 2. SK2: Previous Experience (11%)
 3. SK3: Interaction Skills (8%)
 4. SK4: Movement Skills (6%)
 5. SK5: Decision Making (11%)
- Responsibility
 6. RE1: Responsibility for Information (9%)
 7. RE2: Responsibility for Materials, Equipment and/or Outcomes (9%)
 8. RE3: Responsibility for the Safety of Others (3%)
 9. RE4: Financial Responsibility (8%)
 10. RE5: Responsibility to Manage or Direct Others (8%)
- Effort
 11. EF1: Mental Effort (5%)
 12. EF2: Physical Effort (4%)
- Working Conditions
 13. WO1: Temperature, Noise and other Environmental Conditions (1%)
 14. WO2: Hazards (2%)
 15. WO3: Stress (2%)
 16. WO4: Work Interruptions and Distractions (1%)
 17. WO5: Social Disruption Required by Work Schedule (1%).

How a Position Is Placed in a Pay Band

1. A position is assigned a number of points* for each subfactor. As illustrated above, each of the 17 sub-factors has been assigned a specific weight (shown as a percentage).
2. The position's total score is calculated based on applying a formula** that adds the points of the 17 sub-factors, accounting for the weight of each one. The total score generally indicates the value of a position to the University.
3. Another formula*** places the position in a pay band based on its total score. Each pay band corresponds to a range of 20 points (for example, total scores from 430 to 449 are placed in pay band 8; total scores from 450 to 469 are placed in pay band 9, and so on).

* Every subfactor has a minimum of 10 and a maximum of 50 points. Points are assigned in increments of 10, 15, 20, 25, 30, 35, 40, 45 or 50 (except for the Movement Skills, Mental Effort, and Physical Effort subfactors, which are assigned points in increments of 10, 20, 30, 40 or 50).

** Total score = $(SK1 \times 0.11) + (SK2 \times 0.11) + (SK3 \times 0.08) + \dots + (WO5 \times 0.01) \times 17$ (rounded up or down to the nearest integer).

*** Pay band = $(\text{total score} - 270) \div 20$ (rounded down to the nearest integer).

JOB EVALUATION PROCESSES

These processes are defined in the job evaluation *Maintenance Protocol*, available on the Union's website: (<https://www.usw1998.ca/faqs-and-background-documents>).

Classification (New Positions)

New positions are created by the University on an ongoing basis. They are assessed by the University when created and sent to the Union for review. The USW job evaluation team then assesses the information provided and determines whether the position is appropriately classified as per the SES/U factors and the agreed job classes (the University can recruit and hire for the position in the meantime). The Union has 20 working days to communicate to the University whether it agrees or disagrees with the classification (including the individual SES/U sub-factor ratings, the pay band, and/or the job class placement).

Incumbents hired into newly created positions will be sent the new position questionnaire after six months in the job. These are sent to members through the University's Job Evaluation department and copied to the Union. Completion of the questionnaire is optional and there is no deadline for completion. Members who think they may have received this email but need the link again can contact the USW job evaluation team. **Members who are concerned that their new position is not properly classified should reach out to the Union's job evaluation team (jec@usw1998.ca) for a meeting before completing the new position questionnaire.**

Steward's Role

If a member approaches you because they have received the new position questionnaire, you can refer them to jec@usw1998.ca and the USW Job Evaluation Team will be happy to discuss their questions. A common question from members is that they want to verify that the new position questionnaire is coming from a legitimate source because it comes from a generic UofT email account.

Reclassification (Existing Positions)

Employee-Initiated Reclassifications (EIR)

Members who feel their positions are under-classified can initiate a reclassification once they have worked in the role for a minimum of six months. **It is strongly advised that they arrange a meeting with one of the Union's job evaluation team members** to ensure they understand the system used and to determine whether there is enough relevant information to facilitate a change to their classification. To begin this process, the member completes a Statement of Significant Change Form (SSCF) which requires their response to four questions, as applicable:

1. How have the skills in your position significantly changed?
2. How have the responsibilities in your position changed?
3. How has the effort in your position significantly changed?
4. How have the working conditions in your position significantly changed?

The SSCF is an abridged version of the questionnaire, which has been adapted to focus only on the areas of potential change in a position.

We strongly recommend that members reach out to the Job Evaluation team prior to completing and submitting their finalized SSCF. This way, members can receive valuable feedback on their draft SSCF such as suggestions as to how to present significant changes to their role in the best possible light. It is important for the member to understand how the SSCF will be used; among other things, it cannot be revised after a member submits it. This is why a meeting with the Union's job evaluation team prior to its completion is essential.

Once the SSCF has been submitted, the University reviews the information and determines whether there is *significant change**, meaning the position has evolved beyond its intended expectations or that a change to the classification and pay band are justified. Within 20 working days, the University's assessment of the EIR is sent to the member and copied to the Union's job evaluation committee. The Union then has 20 working days to communicate whether it agrees with or disputes the University's assessment.

*** The test for members seeking an EIR is to establish that there is a distinct change in the nature and character of the duties which then influence the levels for each factor. A change in the arrangement of duties or the introduction of greater volume of similar duties is *not* sufficient to warrant a change in classification.**

Steward's Role

Often a member will contact a steward because they are dealing with multiple issues. Some issues may relate to their rights under the collective agreement, rather than job evaluation. Other issues may directly relate to job evaluation; for example, they believe their role is improperly classified, or they want to understand more about the SES/U system or their job description. You can refer them to the job evaluation team (jec@usw1998.ca) for assistance if any of their issues appear to overlap with job evaluation.

If the member is agreeable, you may request to join the preliminary meeting with our Job Evaluation Analyst to learn more, particularly if the issues they are facing have a high level of overlap such as

their classification, workload, and overtime, which are concerns commonly raised together by members. The job evaluation team regularly works with Stewards and Grievance Officers to better address the concerns that members raise.

Manager-Initiated Reclassifications (MIR)

Similar to an EIR, a Manager-Initiated Reclassification is submitted by a member's manager, where it has been established that there have been significant changes to the role such that it no longer fits within its existing job class placement and warrants placement in a new job class and pay band.

Unlike EIRs, **the Union is not notified** until after the reclassification request has been submitted by the manager *and* the University agrees that it finds significant change in the position. The Union has no information or control over the timelines of an MIR until it receives official notification. In some cases, MIRs are handled quickly on the management side. In other cases, they are held up for a long time, and neither the member nor the Union can get updates on the status.

Steward's Role

If a member contacts you because they believe their manager might be thinking of filing a manager-initiated reclassification, you can refer the member to the job evaluation team (jec@usw1998.ca). It is not commonly known, but we can help members to be more knowledgeable about the MIR process and provide helpful resources.

Dispute Resolution

If the Union and Management do not agree, there is a Dispute Resolution Process outlined in the *Maintenance Protocol*.

When the Union disagrees with the University's assessment of a new position, the University's response to an employee reclassification request, or the University's job class placement in a manager-initiated reclassification request, the Union can exercise its right to file a dispute under the *Maintenance Protocol*.

The dispute resolution process has three steps. The Union reviews the case's merits prior to advancing to the next phase of the dispute resolution process, as is done in the grievance procedure. It is not an automatic process for a case to be advanced to the next step.

Step 1: The informal meeting between the parties. The Union and the University job evaluation teams meet to attempt to resolve the dispute relating to the position or group of positions. These disputes are reviewed chronologically.

Step 2: If a satisfactory resolution has not been reached at the informal meeting of the parties, the Union may then advance the case to the third-party referees. The referees are independent third-party experts, one selected by the Union and one selected by the University, who will meet to review the case and make a ruling. The ruling is legally binding and final and can be referred to as a precedent for future cases.

Step 3: If the referees fail to come to a resolution, the case may be advanced to Arbitration. The steps for a case to move to arbitration involve a review and recommendation by the Job Evaluation Team, followed by a recommendation to the Grievance Committee and finally a recommendation to the Executive Committee. A case cannot advance to arbitration without

Executive Committee approval. Once the case has been heard by an arbitrator, they will make a final decision that is legally binding and can be used for future precedent.

THE ROLE OF STEWARDS IN JOB EVALUATION

When a member comes forward for assistance, they may have many intersecting concerns. These concerns could include wanting to have their role reviewed and reclassified, concerns about workload and volume of work, concerns about overtime, stress, treatment and so forth. Often, when a member comes forward, they may need help from a member of the USW Job Evaluation Team, a Grievance Officer and/or a Health and Safety representative. They may need meetings with representatives from each group to help untangle and resolve their concerns.

When a member approaches a Steward about concerns, for example, maybe they are concerned their workload is too high and as well that they are doing higher level work. It is encouraged that you listen to their concerns and if they express that they believe they are doing higher level work, refer them to jec@usw1998.ca. If your member is agreeable, and you are interested, you can attend the preliminary meeting, where a member of the job evaluation team will explain the job evaluation process and review the member's case in particular. We encourage members who are seeking a reclassification to meet several times with our Job Evaluation Analysts to ensure they have the most effective draft Statement of Significant Change Form to submit for their reclassification request. It often takes members a few months of reflection and working with the USW Job Evaluation Analyst to get their Statement of Significant Change Form ready for formally filing via the Employee Self Service (ESS).

NOTE: This overview is focused on the Staff-Appointed system. For further details about the processes for Victoria University, University of St. Michael's College, University of Toronto Schools, or other units, please contact jec@usw1998.ca to set up a meeting with a member of the USW Job Evaluation Team.