

Job Evaluation: Process & Pitfalls

the basics, the big picture, and best practices

The Basics: What is Job Evaluation?

Job evaluation is a tool used to evaluate work and ensure fair and equitable compensation (pay) for the duties and responsibilities performed.

The UVic-CUPE 951 plan uses a system of thirteen subfactors in the areas of skill, effort, responsibility, and working conditions.

The Basics: What Job Evaluation is NOT

JE is not a measure of workload. If the volume of work has increased, but the duties and responsibilities have not, JE will not capture that as a change.

JE is not a way to “fish” for a raise. In order to be reclassified, there must be demonstrable change in duties and responsibilities, in order to maintain the equity of the system.

Why Bother? It seems overwhelming.

Jobs evolve. You have the right to be paid for the work you do.

It doesn't have to be done in one sitting. It can (and should) be done at work, on employer time. You can ask for help.

We are all responsible for helping to maintain the integrity of the system. It's only as accurate as the information we have.

The Process - Article 27

Worker (incumbent) fills in form - 27.04 (b)

Manager comments and returns form to worker (within 3 months)

Worker may comment again, then submit to HR

HR returns rating

Worker may appeal (25 working days)

Committee will hear appeal – an in person panel – then return final rating – 27.07

But that form! It's HUGE!

Yeah, it looks big, but you do not have to do the whole thing in one sitting.

1. Get your ducks in a row.
2. Fill in the Position Description
3. Try to tackle one or two subfactors per sitting.
4. Reach out for help if you are having trouble.
5. Sign and submit it! (Mark the date)

Get your ducks in a row

You need a few things to get started:

Ask for:

Up to date Job Description (JD)

The most recent JE ratings and if possible the last JEQ completed

Download:

The Job Evaluation Questionnaire (JEQ)

The Job Evaluation Guidebook

PITFALL #1 – What changed?

You need to know what **duties and responsibilities** have changed since the job was last assessed – whether that is 6 months or 6 years ago

These changes must be clearly indicated and illustrated (with examples) in the JEQ.

DON'T PANIC:

Before you start filling out the JEQ, write a list of changes so that you don't forget them. If possible, make note of an example for each.

Fill in the Position Description

This should be based on the most recent Job Description but also incorporate new duties and responsibilities.

This should cover the bulk of your job duties, and they can be grouped together (e.g. reception duties)

This section is often referenced when clarification is required in the subfactors.

Tackle one or two Subfactors

There are 13 in total and they vary in difficulty. Aim to do one or two at a time.

1. Read the JEQ and read the corresponding part of the guide.
2. Check the previous rating and decide if it is still applicable.
3. Check your list of changes and see if any fit in that subfactor.
4. Select the rating that best fits
5. List existing duties and responsibilities, noting which are new.
6. Add example(s) to support the rating selected.

Repeat for each subfactor.

PITFALL #2 – You know your job best

It's difficult to be objective when you do your job every day. When describing what you do, remember that the committee members may have no idea how to do your job. Be detailed (but don't feel that you have to write a novel or include screenshots). A good example looks like this:

Twice per month (on average) I am responsible for taking accurate minutes of the Dean's meetings. Following each meeting, and prior to the next scheduled meeting, I am expected to transcribe and distribute the minutes to all those who attended or were invited.

PITFALL #3 – All or Nothing

Our jobs evolve unevenly, a **reconsideration does NOT have to be all or nothing.**

If there has not been any change to a subfactor's rating, or in your duties and responsibilities in that subfactor, you can simply note the rating then write: "NO CHANGE" and skip to the next subfactor.

HOWEVER, if it is a new position, there are significant changes, or your position is being **audited** then you will need to fill in every section.

PITFALL #4 – Where does this go?

The subfactors are loosely grouped into sections and sometimes it is difficult to know which subfactor an example of changed duties or responsibilities fits under.

DON'T PANIC:

The HR advisors and the committee can, and will, recognize where things actually fit if you don't put it under the right subfactor.

It's better to reach out for help before you submit the JEQ, but if you don't it isn't a deal-breaker.

Reach out for help if you are having trouble

Check the info on the CUPE 951 website:

<http://www.cupe951.ca/rights-and-benefits/job-evaluation/>

There is a get started video, and some other hopefully helpful information plus contact details for the committee members.

We cannot write the JEQ for you, but we can explain how to interpret things and help you understand how to complete the form.

PITFALL #5 – Putting it off.

Putting off the process means:

It may get more difficult/time consuming because changes will snowball.

You risk doing work at a higher pay grade without compensation.

It also means the system starts to fall apart. JE was put into place in 1996; there are a few positions that have never been reevaluated, despite audits and requests.

Sign and submit it!

The clock starts when you sign the document and submit it to your manager. If your reassessment results in a higher pay band, it will be retroactive to that date.

There is also an understanding that managers will deal with JEQs in a timely manner so, please, mark your calendar and follow up with your manager if you have not received it back inside two months (they have three).

If it is approaching three months, contact the JE Co-chair.