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<b>Name:</b>	<b>Job Evaluation Policies and Procedures</b>
Policy Number:	6-2011
Origin:	Human Resources
Approved:	July 2001
Issuing Authority:	Vice-President, Finance & Administration
Responsibility:	Senior Director, Human Resources
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### **Purpose**

The purpose of this policy is to ensure fair and equitable salaries for employees of Saint Mary's University.

### **Policy Statement**

It is the policy of Saint Mary's University to provide internal equity among jobs across the campus consistent with market and business considerations. To this end, the University will involve stakeholders and use quantitative systems of job evaluation.

### **Scope**

This policy applies to permanent non-academic jobs at Saint Mary's University.

### **General Description**

Job Evaluation is a systematic and detailed process of analyzing and valuing job content. Systematic job analysis and evaluation is based on two premises:

- certain identifiable elements or factors are present in all jobs but to varying degrees and that
- these identifiable elements or factors can be measured or evaluated.

The procedures at Saint Mary's, the Aiken Plan (used for Senior Administrators, Administrative/Professional/Confidential, NSUPE Local 20, CUPE Local 4388, CUPE Local 4491) and a customized structured questionnaire (used for NSGEU, Local 79) recognize four elements of job value stated for pay equity (skill, effort, responsibility and working conditions). For thorough and balanced analysis, the four elements are subdivided into various factors within the job evaluation program.

### **Forms (see Appendix B for samples)**

- Job Fact Sheets (JFS). The purpose of the JFS is to gather information about the job and its requirements. The information will be used for developing and updating job descriptions. A Job Analyst appointed by the University to evaluate jobs will use the JFS and the job description.

- A Job Evaluation Request Form (JERF) must be completed in all incidents to initiate a job evaluation review.
- A Job Evaluation Appeals Form (JEAF) must be completed in all incidents to initiate an appeal of a job evaluation result.

### **Roles and Responsibilities**

Job Analyst the mandate of the Job Analyst is to apply Saint Mary's University's job evaluation programs to positions as outlined in the job evaluation procedure.

- It shall be the responsibility of the Job Analyst to apply the relevant evaluation program to determine job factor levels and to attempt to satisfactorily resolve disputes and/or disagreements that may arise during the review process.
- The Job Analyst may require the employee and Department Head to present and/or clarify materials. A request by an employee, Department Head to appear before the Analyst will not be denied.
- The Job Analyst will be fully trained in all job evaluation programs. The Job Analyst shall have access to all materials required to determine job factor levels.
- The Job Analyst has the responsibility to communicate and respond to general inquiries regarding the job evaluation process/program.

Job Evaluation Appeal Committee (JEAC) the Job Evaluation Appeals Committee is responsible for hearing appeals on job evaluation results.

- The Job Evaluation Appeals Committee shall be empowered to hear the appeal of an employee and/or the Department Head and render a decision based on the materials received from Human Resources.
- The Job Evaluation Appeals Committee may require the employee, Department Head and Job Analyst to appear before it, to present and/or clarify materials received from Human Resources. A request by an employee, Department Head or Job Analyst to appear before the JEAC will not be denied.
- Members of a JEAC are not permitted to discuss anything regarding their deliberations or decisions concerning the appeal process outside the committee.
- JEAC members have the responsibility to acknowledge any bias they may have towards a particular job class/incumbent and/or to abstain from participation in determining job factor levels. JEAC members will not hear appeals of their own job.
- No business of a JEAC shall be conducted without the participation of the full committee.
- A majority of a JEAC shall govern.

### **Committee Composition**

- The Job Evaluation Appeals Committee shall consist of two representatives appointed by the University and a Chair, who will be the Senior Director, Human Resources or designate. The Job Analyst, who completed the original evaluation, shall not sit on the JEAC.

### **Senior Administrators and Department Heads**

- Senior Administrators and Department Heads have the responsibility to understand and support the job evaluation process.
- If a Department Head has difficulty with the final rating, Human Resources should be contacted for a detailed explanation.

## Human Resources Department

- To ensure that supervisors and incumbents are familiar with the job evaluation process, the review process, and the relevant evaluation program.
- To provide any organizational information to the Job Analyst or JEAC that would assist in the process.
- To review jobs in terms of the overall structure to determine consistency of job classes and to provide solid benchmark data.

## Employees

- To be aware of the job evaluation process, the review process, the appeal process and the relevant evaluation program.
- To provide accurate and complete documentation as required by the process.

## **JOB EVALUATION PROCEDURES**

(Refer to flow charts in Appendix A)

1. When a new position is created a job description shall be prepared by Human Resources in consultation with the Department. The job description shall be assigned a provisional rating by Human Resources for the purposes of job posting and the assigned rating will apply for a minimum of one year. At such time Human Resources shall provide the Department Head and the incumbent with the necessary forms to initiate a formal evaluation of the position. A Job Evaluation Review Request Form must be received by Human Resources not later than the last working day of October. No extensions will be authorized.
  - 1.1. The minimum one-year time period is necessary for the University to develop the position to a level which the department feels, should represent the full scope of the job.
  - 1.2. Following the formal evaluation of a new position any necessary adjustments in salary grouping will be made effective to the date of hire.
2. Every position, which becomes vacant, shall be analyzed and reevaluated, as required, by Human Resources, before a job posting is developed, or any part of the recruitment process begins.
3. Any major organizational restructuring such as; consolidation of departments and/or positions, formal reviews of departments, major technological change to job substance, resulting in genuine content changes to the work of a particular position require reevaluation. Such positions will be assigned a provisional rating for a minimum of one year.
  - 3.1. Following the formal reevaluation any necessary adjustments in salary grouping will be made effective to the commencement date of the restructuring.
4. Positions shall be reviewed at least once every five years. The Department Head and the incumbent will receive notification from Human Resources and be required to complete a Job Evaluation Request Form (see Appendix B). Such forms must be completed and received by Human Resources not later than the last working day of February of a given year. No extensions will be authorized unless the Employee is not provided with the forms at least twenty days before the completed forms are due. Should no significant change be evident no review will take place.
5. Once every 24 months, employees may request a review of their job by Human Resources in cases where duties and responsibilities have changed significantly enough to warrant a review. A Job Evaluation Review Request Form must be received by Human

Resources not later than the last working day of October of a given year. No extensions will be authorized. Should no significant change be evident no review will take place.

5.1. A request for review of a position may be initiated by:

- the University,
- the Department Head, or
- the incumbent

by submitting a Job Evaluation Review Request Form.

6. A Job Analyst, assigned by the University, shall organize the information received and develop a revised job description. The Job Analyst is empowered to determine if significant change has occurred.
  - 6.1. The job description shall be forwarded to the employee and the Department Head for review.
  - 6.2. If disagreement arises at this point, the employee and Department Head shall confer with the Job Analyst and a representative of Human Resources and endeavor to resolve the disagreement.
7. All materials shall be reviewed by the Job Analyst for application of the job evaluation program.
  - 7.1. When the evaluation is completed, the Job Analyst will calculate the total point value for the job. The Job Analyst will then review the job in terms of all similar positions within the University to examine the results for inconsistencies between jobs and among departments. Once the final rating has been established, Human Resources will determine and assign the corresponding salary level.
  - 7.2. When a job is reclassified upwards, the incumbent's salary will be increased to the appropriate salary group at the step closest to, but not less than, their current salary.
  - 7.3. When a job is classified downward, the incumbent's salary will be maintained until such time as the lower classification equates with the Employee's actual salary.
  - 7.4. The Job Analyst shall forward the results of the job evaluation review to the Department Head and the employee, with a copy to Human Resources.
8. Changes in classifications resulting from a review request shall be effective from the date the Job Evaluation Request Form and full and complete supporting documentation was received by Human Resources. The Job Analyst may request additional information to aid in the evaluation. Such requests will not alter the effective date for changes in classification.
9. Should the employee and/or the Department Head disagree with the results of the review, the following steps shall be followed:
  - 9.1. A completed Job Evaluation Appeals Form (JEAF) shall be forwarded to Human Resources within ten days of the receipt of the evaluation results.
  - 9.2. Human Resources shall then forward all materials to the Job Evaluation Appeals Committee.
  - 9.3. When the appeal is completed the Chair of the Job Evaluation Appeals Committee will calculate the total point value for the job. The Job Evaluation Appeals Committee will then review the job in terms of all similar positions within the University to examine the results for inconsistencies between jobs and among

departments. Once the final rating has been established, Human Resources will determine and assign the corresponding salary level.

9.4. When a job is classified upwards section 7.2 shall apply

9.5. When a job is classified downward, section 7.3 shall apply.

10. There shall be no recourse for re-evaluation beyond the appeal process.

11. Decisions of the Job Evaluation Appeals Committee, and where no appeal has been filed, the Job Analyst, shall be final and binding and not subject to grievance or arbitration.