Queen’s University and USW Local 2010
Job Evaluation Project –
Employee Education

June 2018
The project has been initiated to develop and implement a new Job Evaluation system (JE) for positions in the USW Local 2010 bargaining unit.

The project is defined in Letters of Understanding in both Queen’s - USW Local 2010 collective agreements (2011-2014 & 2015-2018)

USW employees work in almost every area across the university. There are approximately 1250 employees in the bargaining unit.

Human Resources received centrally funded budget approval for a multi-year, multi-phase project and work has been progressing jointly with the union.
Why is Job Evaluation (JE) Important?

• JE is the process of systematically determining the relative worth of positions to create a position structure hierarchy.

• JE is important because it is basis for:
  ✓ Providing comparable pay for jobs of the same or similar value
  ✓ Providing a consistent method of gathering information about jobs and evaluating them against a standard framework
These phases are a broad overview of the project plan. We have now begun the second phase of the project, the evaluate phase.

**Design:** Design, develop and test job evaluation system tools (e.g. sub-factors and collection tool).

**Evaluate:** Gather job content information, evaluate jobs, establish job hierarchy.

**Implement:** Plan and develop materials to support implementation, perform pay equity comparisons and analysis, readiness to transition to daily operations.

Materials to support implementation such as: education materials, business processes etc.
The time it takes to complete a JCQ may be longer when multiple employees who may be performing the same or similar work complete a single JCQ as a collaborative effort.

An employee can access a hard copy version of the JCQ template for use as a draft during the process of completing the electronic JCQ.

Employees with an AODA request or who may have special needs for completing the JCQ: please contact Kathryn Aldrich in Human Resources: kathryn.aldrich@queensu.ca or x77791; or feel free to complete a client support request (link on JE project page via HR main page, and also in FAQs).
**Factors and Sub-Factors**

4 Factors: Legislated by the Ontario Pay Equity Act, the factors are Skills, Responsibilities, Working Conditions and Effort

Sub-Factor: Factors are broken down into general descriptive categories called sub-factors, which are job characteristics valued by the organization and present in all jobs in the bargaining unit in various degrees (examples: for the responsibility factor: planning and coordination is a sub-factor, for effort factor: physical effort is a sub-factor)

**Sub-Factors developed for the Queen’s USW Local 2010 JE System:**
- **Skill:** Education, Experience, Interpersonal and Communication Skills, Problem Solving and Complexity
- **Responsibility:** Supervision and Functional Guidance, Planning and Coordination, Impact of Decisions
- **Effort:** Physical Effort, Concentration
- **Working Conditions:** Physical Environment/Health and Safety, Job Pressure
Employees included within a group, may decide to request their own JCQ link and complete individually.
It is expected that filling out the JCQ is a collaborative process. Managers should be doing everything they can to understand their employees’ concerns. If you have already had conversation(s) with your manager, and need facilitation/support, you can complete and submit the JCQ Dispute Resolution Form to Human Resources. HR will follow-up with the manager, employee and the designated USW representative. Once agreement has been reached on the JCQ content, then completion can continue/sign-off process will occur.
Tips for Completing
The Job Content Questionnaire (JCQ)
Table of contents: This allows you to easily move from section to section to make any necessary changes. The table of contents will be available as a side bar for the duration of the JCQ.

Instruction page: Brief instruction overview

JCQ cover page: Displays incumbent name, position number, position title and manager information

Job information gathering sections: There are 14 sections total. The information recorded in these sections will serve as a basis for understanding and evaluating the job.

Review Page: This page provides a last chance to review information before submission
Branching logic: some questions will only be shown depending on answers to prior questions. For example if someone selects no, the linked questions that directly follow will not be shown or need to be completed.

Traditionally a JCQ is paper based. Queen’s is pleased to be able to offer an online JCQ which allows for some additional functionality.
Filing out the JCQ promptly is important to allow for timely completion.
Multiple Choice- Throughout the JCQ, there are examples of tasks or activities given. In cases where the position’s task or activity is not listed, pick the closest example that matches and explain in the free text box when prompted.

Total hours- There is a set of questions in this section that are intended to capture the degree of mental/sensory demands in the job. You provide this information by going through a series of ‘pic-list’ of examples that apply, then estimating hours per week.

The number of hours will be automatically added up;

There is an opportunity to comment via text box if it adds up to ‘more or less’ than standard week, set at 35 hours.
Providing Examples

- Most questions require an example
- Detailed examples will ensure the clearest picture of the job
- When providing examples, consider:
  - Examples that illustrate the challenge, specialization and/or complexity involved
  - What would be required in the job if someone else were to be hired tomorrow?
- Two JCQ sections that require many examples:
  - Section 4 - Sub-factor: Interpersonal and Communication Skills
  - Section 5 - Sub-factor: Problem Solving and Complexity
You may have questions as you pre-plan and then move through the completion of the JCQ:

- Frequently Asked Questions (FAQ’s) on project web page (via HR main page)
- Submit a client support request
  - Additional support can be provided
  - Accessibility contact

Client Support Request: Brief ‘web form’ (link is on the project page, and inserted in FAQ’s): Contact name, email address, space to describe specific issue or question. Reviewed by project team who will respond to resolve or contact as needed.

Acknowledge that while the majority of JCQ completion will take time, the goal is a robust collaboration; however, there may be those occasions that this process triggers some more difficult conversations.

For example, you may be working with your manager and you cannot reach agreement on one or more of the content areas in the JCQ. There is a process developed to assist you with that.
Questions?
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