



Employee Questions & Answers

New CIPP Job Evaluation Plan

A Joint CIPP and City of Ottawa Initiative

January 2012

CIPP JOB EVALUATION PLAN DEVELOPMENT PROJECT

Employee Questions & Answers (Q's & A's)

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Employee Questions & Answers (Q's & A's)

The following Q's & A's will answer questions employees may have about the New Job Evaluation (JE) Plan Development Project.

Background Information

1. Why do we need a new job evaluation plan for CIPP?

The current job evaluation plan was created in 1993 for the former Region of Ottawa-Carleton. Although this plan has served its purpose over the years, it no longer meets the needs of the City and CIPP. The number and types of professional jobs in the new City have expanded, thereby making it difficult to consistently differentiate jobs in the current JE plan.

2. What is the involvement of CIPP in the development of the new JE Plan?

The CIPP Job Evaluation Plan Development project is a joint initiative between the City and CIPP. CIPP has been and continues to be actively involved in all phases of the project. The project is also overseen by the CIPP Steering Committee, which is composed of the CIPP Executive Director, two CIPP Senior Labour Relations Specialists, the Manager, Compensation & Benefits, the Program Manager, Organizational Design & Job Evaluation, and the Specialist, Job Evaluation Plan Development.

3. What do you mean by a joint process?

The parties have agreed to work together, as partners, throughout the project, including sharing certain costs. The Memoranda of Agreement sets out how they will do this, and identifies the following key steps in the project where consensus is required:

- Selection of a job evaluation plan and a consultant
- The finalized job evaluation plan (i.e. after testing and customization)
- The identification and evaluation of benchmark jobs. Benchmark jobs are model or reference jobs against which non-benchmark jobs will be evaluated.
- Joint review and consensus on the final job evaluation results.

4. What is the mandate of the CIPP Steering Committee?

This Committee is responsible for setting project objectives, ensuring project control, assigning and monitoring project timelines, establishing working committees and their mandates, as well as making decisions on the use of resources, the selection of consultants and the work to be performed by them, as well as overseeing the implementation of the new Job Evaluation Plan once it has been approved by the parties.

5. Are there any other committees involved in this process?

A joint Job Evaluation / Rating Committee, comprised of 3 CIPP representatives and 3 management representatives, was established in 2009 to test the new HAY JE Plan to ensure it could measure the full complement of CIPP jobs.

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6. What are the timelines for implementing the new job evaluation plan?

The Job Evaluation Plan Development Project team is currently in the process of collecting job documentation for the non-benchmark jobs. This process is expected to be finished by the end of 2012. The agreed to effective date of the new job evaluation plan is June 30, 2013.

The Job Evaluation Process

7. What is job evaluation?

Simply defined, job evaluation (JE) is a systematic process that establishes the relative value of jobs within a bargaining unit.

8. How will the current JE plan differ from the new plan?

The current CIPP JE Plan measures jobs using a point-factor system. This type of system identifies 24 common job elements or factors and assigns a numerical point value to the various degrees or levels defined for each factor. The points awarded under each factor are added together to establish the total point value of the job. Jobs are then grouped together into point bands for pay purposes.

The new JE plan has been developed using the HAY Method of job evaluation. The HAY Method is a form of factor comparison and is used globally to evaluate a host of different jobs across various industry sectors – both in the public and private sectors. The HAY Method has been tailored to capture the values, culture and language of the City and the CIPP bargaining unit. It measures the following common factors that exist in all CIPP jobs:

- Know-How
- Problem-Solving
- Accountability
- Working Conditions

The evaluation of a job is a combination of comparing jobs against these factors and in using rating scales with definitions of the factors and dimensions at varying degrees. Like the point factor system, each job will be assigned a total point value and then all jobs will be grouped together into point bands for pay purposes.

9. Does the new JE plan satisfy pay equity requirements?

Yes, the new JE plan is a gender-neutral comparison system that addresses the four main factors of skill, effort, responsibility and working conditions. Both female and male job classes, within each pay grade, are able to reach the salary maximum based on performance.

10. What are the phases or steps involved in implementing the new job evaluation plan?

A Memorandum of Understanding sets out the phases of the project and the joint processes by which they will be accomplished. The major phases are:

- Phase 1: Selection of a job evaluation plan and a consultant

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- Phase 2: Customization and testing of the plan together with the identification and evaluation of benchmark jobs
- Phase 3: Collection of job information and the evaluation of the non-benchmark jobs
- Phase 4: Development of a salary structure
- Phase 5: Approval by the City and CIPP
- Phase 6: Full implementation

11. What are 'benchmark jobs'?

Benchmark jobs are model or reference jobs against which non-benchmark jobs are evaluated. Initially benchmark jobs are used as the basis for the design and modification of a job evaluation system. The benchmark jobs were selected based on the following, they are:

- Representative of the entire range of jobs across the bargaining unit
- Representative of both female and male-dominated jobs
- Well-recognizable, familiar and well-established and reasonably stable in content and structure over time
- Commonly found in large number of municipalities and,
- Have significant number of incumbents.

The Job Documentation Gathering Process

12. Will all CIPP jobs be reviewed as part of this new job evaluation plan?

Yes, all CIPP jobs will be reviewed.

13. How many CIPP jobs are in the bargaining unit?

There are approximately 400 jobs in the CIPP bargaining unit.

14. When can I expect to have my job reviewed?

The Job Evaluation Plan Development Project team will be reviewing jobs by departments and will make a schedule available through quarterly newsletters/bulletins.

15. Who has the responsibility to design job descriptions?

It is the responsibility of management to create and design job descriptions.

16. Will employees be involved in reviewing their job descriptions?

Yes, employees will have the opportunity to review, make comments and sign their job description during the job documentation gathering process.

17. What is the process for reviewing job descriptions for employees and managers?

- The manager and the Job Evaluation Consultant will review the current job description and make revisions where necessary. The manager will send the revised job description to the employee(s) by email;
- Employee(s) will review the revised job description and may return comments to the manager; or, review and sign the job description and return it to the manager within 3

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weeks of receiving the job description;

- All employee comments will be reviewed, and job descriptions may be revised based on the comments; if changes to the job description were made after the employee comments are reviewed, the manager will re-send the employee(s) the revised job description and employee(s) will have another week to review the revised job description;
- The manager will collect the job description from the employee(s), sign and return the job description to the Job Evaluation Consultant.

18. What should I look for in my job description?

Job descriptions should be concise and clearly identify job content without providing a long list of duties. It is important employees recognize the major duties and responsibilities that they perform in the job description.

19. What happens if my current job description does not describe what I do?

In such circumstances, the manager and the Job Evaluation Consultant will work to create a new job description that reflects what you do. The employee(s) will have the opportunity to review the job description, and if you have any questions to please contact the CIPP office.

20. What if I don't agree with the final job description document?

Employees are encouraged to make comments and return the job description to their manager. The manager will review and decide whether to incorporate those comments into the job description. It is, however, management's responsibility to decide on the final contents of the job description. A final copy of the job description that was sent to the Job Evaluation Plan Development Project team will be sent to all incumbents in the job. Employees' comments will also be forwarded to the Job Evaluation Plan Development Project team.

21. What if I don't sign and don't return the job description by the requested time period?

By signing the job description it means that you have read and understood the job contents, it may not mean that you agree with the entire contents. Not returning the job description will not stop the process. We encourage all employees to review and at the very least return the job description with their comments.

22. Why has some of the job qualifications changed?

There may be instances whereby job descriptions have not been reviewed for several years. As such the Statement of Qualifications may need to be updated to reflect the current minimum requirements of the job.

23. Will I be impacted by any changes made to job qualifications during the job documentation gathering process?

No. The point of the job documentation gathering exercise is to ensure the Job Evaluation Plan Development Project team has accurate and complete job information.

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24. How will I be affected by signing the job description and by the new Job Evaluation Plan?

You are being asked to sign the job description to indicate that you have had an opportunity to review it and provide your comments. The goal of the job documentation gathering process is to ensure that the Job Evaluation Plan Development Project team has the most current job information. When all CIPP job descriptions are complete, they will be rated on the new Hay Job Evaluation Plan and placed in a job hierarchy which will reflect their relative value to other CIPP jobs. It is important to note that signing the job description will not change your *current* pay grade. Potential changes to pay grades will be jointly agreed to between CIPP and the City of Ottawa and will be effective as of June 30, 2013. Should there be a change to your classification; any salary adjustment will be in accordance with the provisions of the collective agreement.

Contact Information

25. Who can I contact if I have additional questions about the project?

You may contact the following individuals:

- CIPP – Judith Cousins (judithc@cipp.on.ca)
- City – Nadia Falcone (nadia.falcone@ottawa.ca)
- Your Manager