

***Provincial Out of Scope
Job Evaluation Implementation Plan***

“Equal Pay for Work of Equal Value and Pay Equity”

Terms of Reference

For the

Provincial Out Of Scope Job Evaluation Committee

June 2015

SECTION 1 - INTRODUCTION AND PURPOSE

This agreement contemplates that the Committee will:

- 1.1 Implement a Job Evaluation Plan (Plan) for all Out of Scope positions in accordance with the general objectives and principles set out in this agreement.
- 1.2 Implement a single Equal Pay for Work of Equal Value Plan which will include these four main Factors:
 - i. Skill;
 - ii. Effort;
 - iii. Responsibility; and
 - iv. Working conditions.
- 1.3 Report to the CEO of SAHO who is accountable to the Ministry of Health.
- 1.4 Comply with the requirements of the “Government of Saskatchewan Policy Framework for Equal Pay for Work of Equal Value and Pay Equity, March 1999”.
- 1.5 Implement a sustainable Plan using the principals of Equal Pay for Work of Equal Value that is universally accepted. The Plan will be gender neutral and provide for pay equity and internal equity.

SECTION – 2 DEFINITIONS

Provincial Out Of Scope Job Evaluation Committee (POOSJEC) – A joint SAHO/Employer committee that is comprised of three (3) senior Human Resources personnel (or personnel with extensive human resources background) from the Employer members and three representatives from SAHO.

Appeals - The process by which the Employee in a position or the supervisor of a position can provide more information and to have ratings and results reviewed.

Consensus - Consensus decision making means votes are not taken. Individuals discuss their agreement or disagreement with proposals as they are developed. It does not mean 100% agreement 100% of the time; nor does it mean acceptance of ideas that violate the basic principles of one or more individuals.

The tests for consensus are:

- Is the proposal the best that can be achieved at a particular time?
- Does it move forward to a solution?
- Can the negative aspects of the proposal be tolerated?

Consensus means that all individuals:

- Had a chance to express their view, and
- Will support the overall decision even though it may not have been their first choice.

Employees - Out of Scope individuals employed by the Employer (does not include contracted individuals or Board Members).

Employers - All SAHO members.

Equal Pay for Work of Equal Value - A principle whereby jobs (both male and female jobs) which are of the same value should be paid the same, even if those jobs are much different from one another. All jobs in an organization are measured against a common set of criteria to identify their relative worth in the organization. These criteria are as follows: skill, effort, responsibility and working conditions. Jobs which are deemed to be of equal or comparable value should be paid the same rates of pay, regardless of the job title.

Evaluate - The process of reviewing the data collected from Employees and supervisors.

Factors - The four major criteria used to measure jobs are skill, effort, responsibility and working conditions.

Gender Neutral - Any practice or program that does not discriminate between men and women.

Internal Equity - Applies the principle of Equal Pay for Work of Equal Value to all jobs (both male and female jobs) within an organization. Once the principle of Equal Pay for Work of Equal Value has been applied to an organization's compensation structure, all jobs are paid fairly as compared to one another, thus achieving the goal of internal equity.

Job(s) - A collection of duties and responsibilities. One or more Employee(s) performing the same or similar duties with similar responsibilities and working under similar conditions are doing the same job.

Job Analysis - The process of determining and recording the tasks and duties of a job and the required skill, effort, responsibility and working conditions involved in the performance of that job, through the use of questionnaires, interviews and/or worksite observation.

Job Description - The written contents of a Job, which includes the general accountability, dimensions, nature and scope and specific accountabilities.

Job Profile - A factor-by-factor descriptive summary of the how the Plan was applied to each job.

Maintenance - Ongoing reviews of Internal Equity and Pay Equity results to ensure that they keep up with changes in the organization. Organizations may change in a number of ways and these changes may impact on job value or value relationships; for example, if the work itself changes; if departments are reorganized, eliminating some Jobs and expanding others; if new businesses are acquired or merged; or if jobs grow to accomplish larger responsibilities.

Parties - SAHO and the Employer members.

Pay Equity - A process for achieving and maintaining wage equity in the workplace. It is based on the principle of Equal Pay for Work of Equal Value, but is focused on ending gender based wage discrimination resulting in the undervaluation of female dominated jobs. Pay Equity is the outcome of strategies designed to facilitate the development of equitable compensation practices, and to operationalize the principle of Equal Pay for Work of Equal Value.

Plan - The written procedure that contains the guidelines and degree levels used for evaluating a job.

Project - The policies, procedures and Plan used to determine the relative worth of jobs.

Point Banding - Logical grouping of jobs deemed to be of equal value.

Rate, Rating - The process of determining relative value of jobs by applying the degree of the factors.

Sore-thumbing - The process of making an objective comparison of a rating decision made by the committee to previous rating decisions of similar and/or related positions to ensure consistency. Comparisons may be performed by a factor-by- factor basis or on a total point basis.

Supervisor - An Employee who oversees work done by one or more employees.

Total Points - The sum of all points allotted to each job for all factors determined in accordance with the job evaluation plan.

SECTION 3 - COMMITTEES AND ADMINISTRATION

The Plan will be developed and implemented by the Provincial Out Of Scope Job Evaluation Committee (hereafter called the Committee). Sub-committees will be created as required. Gender balance and representation from a cross section of positions shall, where possible, be taken into consideration when forming committees.

3.1 Provincial Out Of Scope Job Evaluation Committee (POOSJEC)

3.1.1 The POOSJEC shall implement, and assess the plan.

This POOSJEC will consist of three (3) SAHO and three (3) Employer representatives. The POOSJEC shall meet as necessary at a mutually agreed to time and place. For the purpose of reaching consensus on any issue, at least four (4) POOSJEC members made up of at least two (2) Employer and two (2) SAHO representatives must be present.

3.1.2 The POOSJEC will work collaboratively as a team that is supportive of each other and will consider the individual challenges to balance expectations of the parties, the work of the Committee, their jobs and their families.

3.1.3 The Committee will report to the CEO of SAHO who is accountable to the Ministry of Health.

3.1.4 The POOSJEC shall meet at least semi-annually with additional meetings as require.

3.1.5 The Council of CEO s will recommend their representatives to SAHO for approval. SAHO will select their representatives to POOSJEC.

3.2 Administrative Support

3.2.1 An individual chosen by SAHO will be responsible for supporting all administrative functions such as meeting coordination and record keeping, database administration and documentation.

SECTION 4 - APPEALS

4.1 Appeals Process

4.1.1 Employers will submit all OOS positions to be appealed to SAHO's s Job Evaluation and Classification Department. Employers will ensure that the current Position Descriptions are reflective of the current organization structure. The Classification and Job Evaluation Department will review the request for the appeal and; a) determine if an appeal can be made, and; b) evaluate the position. The Classification and Job Evaluation Department will communicate the results to the Human Resources Unit of the Employer.

The ratings may be appealed again by employee and/or the employer. If an appeal is made again, the Classification and Job Evaluation Department will forward appeals to the POOSJEC for final ruling. The POOSJEC shall review submissions from Employees, Supervisors, and the Employer. The POOSJEC may require further information/clarification from the Employers in order to complete the appeal process. It is expected that the POOSJEC will complete the position evaluation results in a timely manner. The POOSJEC will communicate the results to the Human Resources Department of the Employer. The POOSJEC's ruling is final.

4.2 Conflict of Interest

4.2.1 A conflict of interest arises when a POOSJEC member has competing interests or loyalties that either are, or potentially can be, at odds with each other. A conflict of interest causes a POOSJEC member to experience a struggle between diverging interest, points of view or allegiances. Examples of a conflict of interest may include but not be limited to the following:

- a position occupied by a POOSJEC member

Potential Conflict of Interest

- a position supervised or guided by a POOSJEC member
- a position providing supervision or guidance to a POOSJEC member
- a position occupied by a relative or friend of a POOSJEC member
- a position providing supervision or guidance to a relative or friend of a POOSJEC member

4.2.2 POOSJEC members shall self-identify any conflicts of interest and recuse themselves from discussions or decision making related to the position creating a conflict of interest.

SECTION 5 - MAINTAINING THE JOB EVALUATION PROGRAM

The following general procedures shall be used to rate jobs:

- 5.1 A Maintenance Plan will be maintained to evaluate new and substantially changed positions. The Plan will deal with mechanisms for the Employers initiating evaluation requests, and how ratings will be maintained and how committees will be used.
- 5.2 Employers will submit new and substantially changed positions to be evaluated by SAHO's Job Evaluation and Classification Department.

Employers will submit new and substantially changed job descriptions and organization charts. SAHO may require further information/clarification from the Employers in order to complete the evaluation process. It is expected that SAHO will complete the evaluation results in a timely manner.

- 5.3 In the event that the Employer wishes to appeal the results from step 5.2 above, the matter may be referred to SAHO's Job Evaluation and Classification Department (first level of appeal), and then if there is still disagreement, then it goes to POOSJEC (second, and final level of appeal) - See section on appeals.

SECTION 6 - JOB RATINGS

- 6.1 In the application of the plan, the following general rules shall apply:
- 6.1.1 It is the content of the job, and not the performance of the employee(s), that is being rated.
 - 6.1.2 Jobs are evaluated without regard to existing wage rates.
 - 6.1.3 Jobs are placed at the appropriate level in each factor by comparing the specific requirements of the job to the factor definition, and the description of each level.
 - 6.1.4 Each job will be rated relative to and consistent with all other jobs rated under the plan.
 - 6.1.5 The factors must have an impact on all jobs being rated.
 - 6.1.6 Rating decisions shall include a score-thumbing process to ensure consistency in committee decisions.

Section 7 – Failure by POOSJEC to Reach Consensus

- 7.1 Failing consensus by POOSJEC on any Appeals considered in Sections 4 and 5, SAHO will engage the services of the Hay Group who will be provided with all relevant information and empowered to make a final and binding decision.