

**Provincial Out of Scope  
Job Evaluation Plan Committee  
Terms of Reference  
"Equal Pay for Work of Equal Value and Pay Equity"**

**Preamble: Participation in the Provincial Out of Scope Job Evaluation Committee is comprised of the Saskatchewan Health Authority (SHA), 3sHealth (3sH), the Saskatchewan Cancer Agency (SCA), the Saskatchewan Association of Health Organizations Inc. (SAHO) and Affiliates as prescribed in *The Provincial Health Authority Administration Regulations*.**

## SECTION 1 INTRODUCTION AND PURPOSE

The Provincial Out of Scope Job Evaluation Committee will:

- 1.1 Maintain a Job Evaluation Plan (Plan) for all Out of Scope positions in accordance with the general objectives and principles set out herein and using the principle of Equal Pay for Work of Equal Value.
- 1.2 Maintain a single Equal Pay for Work of Equal Value Plan that includes four main Factors:
  - Skill;
  - Effort;
  - Responsibility; and
  - Working conditions.
- 1.3 Comply with the requirements of the "Government of Saskatchewan Policy Framework for Equal Pay for Work of Equal Value and Pay Equity, March 1999"  
[\[https://www.saho.ca/\\_media\\_downloads/106647-Equal\\_Pay\\_for\\_Work\\_of\\_Equal\\_Value\\_and\\_Pay\\_Equity\\_Policy\\_1999.pdf\]](https://www.saho.ca/_media_downloads/106647-Equal_Pay_for_Work_of_Equal_Value_and_Pay_Equity_Policy_1999.pdf).

## SECTION 2 COMMITTEES AND ADMINISTRATION

- 2.1 The Plan is administered and maintained will be developed and implemented by the Provincial Out of Scope Job Evaluation Committee (POOSJEC), hereafter called the Committee. Sub-committees may be created as required. Subject matter experience, gender balance and representation from a cross section of positions shall, where possible, be taken into consideration when forming committees.
- 2.2 Provincial Out of Scope Job Evaluation Committee

A ten (10) member SAHO/Employer committee comprised of:

  - Five (5) senior Human Resources personnel (or personnel with extensive human resources background) from the Employer members:
    - Two (2) representatives from the SHA; and
    - One (1) representative from the prescribed affiliates: and
    - One (1) representative from 3sH, and
    - One (1) representative from SCA.
  - Five (5) representatives from SAHO.
- 2.2.1 Committee members must be trained and certified in the Hay System of Job Evaluation. Training costs are covered by the sending organization.
- 2.2.2 Travel, expenses and related costs, inclusive of salary, are paid by the sending organization.

- 2.3 The Committee shall maintain and assess the Plan.
- 2.4 The Committee shall meet as necessary at a mutually agreed to time and place.
- 2.5 For the purpose of reaching consensus on any issue, quorum is six (6) members made up of three (3) Employer and three (3) SAHO representatives.
- 2.5.1 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?
- 2.5.2 Consensus means that all individuals:
- Had a chance to express their view, and
  - Support the overall decision even though it may not be their first choice.
- 2.5.3 The consensus model rating scale of 1-5 for decision-making will be as follows:
- 5 Endorse: I like it and believe the decision is strong, reasoned and fair.
- 4 Agree with some reservations: I have questions about some aspects, but believe we are on the right path.
- 3 Mixed feelings: I don't like all components, but I can live with and support the decision.
- 2 Don't like, but won't block: I have important concerns that I'd like addressed, but I'll support the decision.
- 1 Not supportive: I cannot support the decision at this time.
- 2.5.4 Failing consensus by the Committee on any decision, SAHO will engage the services of the Hay Group to make a final and binding decision.
- 2.6 The Committee will work collaboratively to support each other while balancing expectations of the parties, the work of the Committee, their jobs and their families.
- 2.7 The Committee will report to the CEO of SAHO who is accountable to the Ministry of Health.
- 2.8 The Committee shall meet semi-annually with additional meetings as required.
- 2.9 The Employers will recommend their representatives to the Health Human Resource Committee for approval. SAHO will select their representatives to the Committee.

## 2.10 Administrative Support

2.10.1 SAHO will be responsible for supporting all administrative functions such as meeting coordination and record keeping, database administration and documentation.

## SECTION 3 DEFINITIONS

- 3.1 **Appeals** - The process by which the Employee in a position or the supervisor of a position can have ratings and results reviewed.
- 3.2 **Consensus** – Consensus decision-making means individuals discuss their agreement or disagreement with decisions as they are developed. Votes are not taken on a decision rather a consensus model rating scale is used to reach decisions.
- 3.3 **Employees** - Out of Scope individuals employed by the Employers (does not include contracted individuals or Board Members).
- 3.4 **Employers** - Saskatchewan Health Authority (SHA), 3sHealth (3sH), the Saskatchewan Cancer Agency (SCA), the Saskatchewan Association of Health Organizations Inc. (SAHO) and Affiliates as prescribed in *The Provincial Health Authority Administration Regulations*.
- 3.5 **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.
- 3.6 **Evaluation** -The process of reviewing the data collected from Employees and supervisors.
- 3.7 **Factors** -The four major criteria used to measure jobs: skill; effort; responsibility and, working conditions.
- 3.8 **Gender Neutral** -Any practice or program that does not discriminate between men and women.
- 3.9 **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.
- 3.10 **Job(s)** - A collection of duties and responsibilities. One or more Employee(s) are doing the same job if they are performing the same or similar duties with similar responsibilities and working under similar conditions.
- 3.11 **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.

- 3.12 **Job Description** - The written contents of a job, which includes the general accountability to the organization, duties, responsibilities, scope of the work and specific accountabilities.
- 3.13 **Maintenance** - Ongoing reviews of jobs and job descriptions to ensure that they reflect changes in the organization. Organizations may change in a number of ways and these changes may impact job value or value relationships. Examples of change impacts include the work itself changing, departments reorganizing, elimination or expansion of jobs new businesses are acquired or merged or jobs grow to accomplish larger responsibilities.
- 3.14 **Parties** - SAHO and the Employers representative members.
- 3.15 **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 and is focused on ending gender based wage discrimination resulting in the undervaluation of female dominated jobs. Pay Equity strategies facilitate the development of equitable compensation practices and operationalize the principle of Equal Pay for Work of Equal Value.
- 3.16 **Plan** – The written job evaluation procedures for evaluating all Out of Scope positions
- 3.17 **Project** - The policies, procedures and Plan used to determine the relative worth of jobs.
- 3.18 **Point Banding** - Logical grouping of jobs deemed to be of equal value.
- 3.19 **Rate, Rating** - The process of determining relative value of jobs by applying the factors.
- 3.20 **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.
- 3.21 **Supervisor** - An Employee who oversees work done by one or more employees.
- 3.22 **Total Points** - The sum of all points allotted to each job for all factors determined in accordance with the job evaluation plan.

## SECTION 4 THE JOB EVALUATION PLAN

- 4.1 The Plan identifies the processes and procedures undertaken to evaluate and review all Out of Scope positions of the member employers.
- 4.2 The following general procedures shall be used to rate jobs:
- Employers will submit new or substantially changed job descriptions of positions and organization charts for evaluated by SAHO's Classification and Job Evaluation Department.
  - SAHO may request 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.
- 4.3 SAHO's Classification and Job Evaluation Department will communicate the results of the evaluation to the Human Resources Department of the Employer.

## SECTION 5 JOB RATINGS

- 5.1 In the application of the plan, the following general rules shall apply:
- 5.1.1 It is the content of the job, and not the performance of the employee(s), that is being rated.
  - 5.1.2 Jobs are evaluated without regard to existing wage rates.
  - 5.1.3 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.
  - 5.1.4 Each job will be rated relative to and consistent with all other jobs rated under the plan.
  - 5.1.5 The factors must have an impact on all jobs being rated.
  - 5.1.6 Rating decisions shall include a sore-thumbing process to ensure consistency in committee decisions.

## SECTION 6 APPEALS

- 6.1 Appeals Process
- 6.1.1 Employers wishing to appeal an evaluation result may submit a request of appeal to SAHO's Classification and Job Evaluation Department.
  - 6.1.2 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 Department of the Employer.
  - 6.1.3 Employers and/or employees may appeal the decision of the Classification and Job Evaluation Department by making a request of appeal to the Committee for final ruling.
  - 6.1.4 The Committee shall review submissions from Employees, Supervisors, and the Employer.
  - 6.1.5 The Committee may require further information/clarification from the Employers in order to complete the appeal process.

6.1.6 It is expected that the Committee will complete the position evaluation results in a timely manner and communicate the results to the ' Human Resources Department of the Employer.

6.1.7 The Committee's ruling is final.

## 6.2 Conflict of Interest

6.2.1 Each Committee member owes a duty of utmost good faith to preserve and uphold the integrity of the Plan and must annually declare that he or she understands this duty and promises to uphold it during the evaluation and appeal processes. An annual declaration form is attached to these Terms of Reference as Appendix I.

6.2.2 A conflict of interest is a situation in which a reasonable person would consider a Committee member to have an interest that may conflict or may appear to conflict with the duty to preserve and uphold the integrity of the Plan.

6.2.3 To avoid any real or perceived conflict Committee members will not be allowed to sit in review or hear an appeal in the following cases:

- the Committee member's own position;
- a position that directly reports to a Committee member or reports to a direct report of the Committee member;
- a position to which a Committee member directly reports;
- a position occupied by a relative or friend of a Committee member;
- a position that reports to a relative or friend of a Committee member.

6.3 Committee members shall self-identify any other instances where the committee member feels that he or she may not be able to meet the duty of utmost good faith in upholding the integrity of the plan. The Committee member must recuse himself or herself from discussions, evaluations or appeals that may creating any real or perceived conflict of interest.