

CUPE Job Evaluation Partnership: Job Description Review Process

New JD's have been written and are now ready for review:

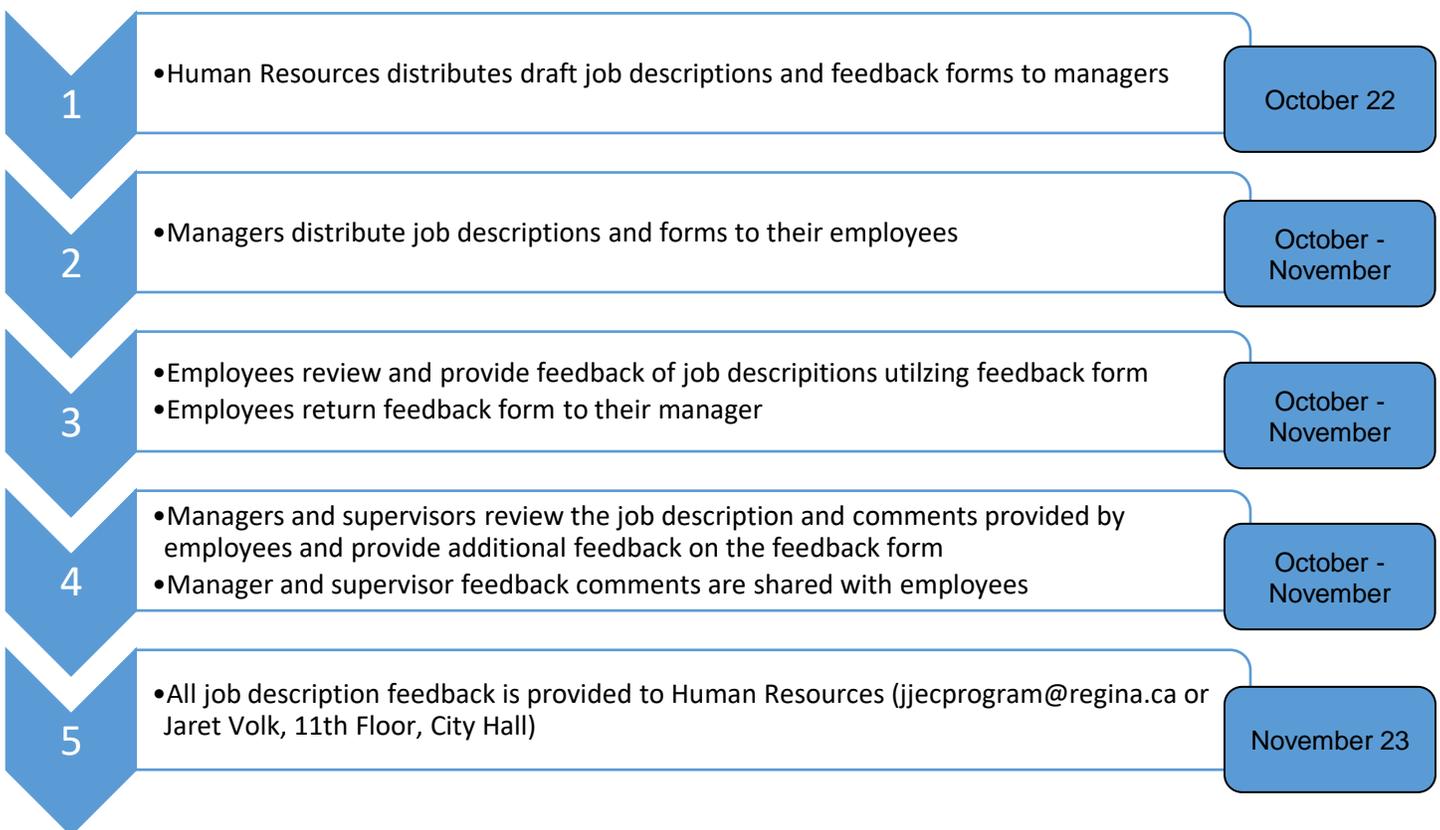
All CUPE employees are asked to review draft job descriptions to provide feedback and confirmation of content. Managers will also review and provide feedback. Please also ensure that all direct supervisors (regardless of jurisdiction) are provided with an opportunity to review and comment on the job descriptions. It is important that the JD's are accurate and that everyone has had an opportunity to comment before the Job Evaluation (JE) process begins.

Purpose of the job description review process:

- Provides an opportunity for employees and operational areas to ensure the information contained within job descriptions is accurate.
- Involve employees, supervisors and managers as part of the process.
- Refine job duties and task alignment (as needed).
- Accurate job descriptions help ensure employees, supervisors, managers, Human Resources and Union Executives understand what each job is responsible for. This information will also be used for job evaluation purposes by City and CUPE representatives.

The process:

Job descriptions will be distributed to Managers on **Monday, October 22**. Union Executives and the City of Regina have endorsed the following process for employee, supervisor and manager review:



Benefits of employee participation in the process:

- The important work employees do each day will be recognized and formally documented in the job description.
- Employees' comments may highlight something which was misunderstood or forgotten.
- Accurate job descriptions will increase clarity for employees, supervisors and managers by identifying duties, responsibilities and expectations of the job.

- Increased consistency in compensation and internal equity within CUPE bargaining units due to updated job descriptions and a more current job evaluation tool.

What we're looking for in job descriptions:

- Job descriptions should briefly summarize the responsibilities, duties and purpose of a job in a way that anyone reading the job description would be able to understand.
- They are not intended to list every task the job is responsible for. Our goal is to have clearly written job descriptions that can describe the job and work to someone who isn't familiar with the role.
- The intention of the review process is to confirm job content, with less focus on the exact words used (wordsmithing). This will help ensure alignment in language between the job description and the job evaluation tool.

Human Resources will provide support through drop-in sessions. There are also opportunities to organize job specific sessions.

Please contact jjecprogram@regina.ca, or call Jaret Volk (306-777-7143) for more information.

Using the feedback form:

- Use the provided feedback form (electronically or in handwriting) and complete each section. There are different areas for employee comments and supervisor/manager comments.
- As you complete the form, consider:
 - Does the job description capture the jobs main duties and responsibilities?
 - Are there job duties missing?
 - Are there any duties listed that should not be?
 - Are all minimum required education credentials and experience listed and accurate?
- Employees who have a home position but are working in another role during the review period are welcome to review both jobs. Please use a different feedback form for each job you are reviewing.

Next steps for the project:

- Consultant will review submitted documents to update job descriptions to reflect important content changes and language consistency. It might be necessary to contact the manager or employees for clarification.
- Job descriptions and the new JE tool will be used to determine job evaluation ratings (complete process TBD).

Additional supports:

- If employees have questions, they can reach out to their supervisor or manager, union representative, or HR (jjecprogram@regina.ca or call Jaret Volk 306-777-7143).
- Employees, supervisors and managers are invited to attend a drop-in session for assistance with the feedback form.
- Check out the project's City Connect site ([CityConnect/ Employees/Career Opportunities & Job Info/Job Evaluation/Job Evaluation/Partnership](#))

Addressing employee concerns:

- We understand the unknown may be uncomfortable (between now and when job evaluation results are shared).
- The JEP Steering Committee, which includes CUPE 7 and 21 representatives, is committed to providing regular, joint communications to inform employees of progress. Newsletters are developed every 2 months (minimum) and are available on CityConnect.
- It is the intent of the City that no one will see a reduction in their pay as a result of this project.
- There is no intention of reducing staff through this project. This is about understanding the work employees do, then ensuring compensation is based on a fair process (job evaluation).

Additional Information to Support Managers

This document has been developed to support managers and supervisors in sharing information about the CUPE Job Evaluation Partnership Project. This section and the next (Project Overview) provides information about the project in general. You can use this to support any general questions your staff might have.

Changes through the CUPE Job Evaluation Partnership may impact employees in a number of different ways, depending on the work they do. It's not unusual for job evaluation projects to create stress and anxiety for individuals:

- Job evaluation projects typically result in some pay changes (Note – it is the intent of the City that no one will see a reduction in their pay as a result of this project).
- The traditional career progression/ladder can change as a result of the job evaluation results.
- Employees can strongly identify with job descriptions, viewing them as a personal reflection of themselves (rather than the job).

Messages will need to be conveyed to employees to increase understanding of the project and bring them along with the change. We enlist your support and assistance in sharing these messages because:

- Although information will be available through CityConnect, not all employees have access to computers or will review the information.
- This project reaches a large portion of our workforce – it's important they are informed and understand this work.
- Change management best practice tells us that:
 - Employees prefer to hear messages about changes that could impact them via their supervisor/manager (rather than corporate messaging) – you are in a position to “translate” messages in a way that is meaningful for your staff.
 - Employees will look to their supervisor/manager to gauge their support for the initiative, then alter their behaviour to align with that level of support.
 - Enabling time for open discussion will help correct misinformation and misunderstandings, which is critical for project success – you are in a position to help reinforce messaging.

If you have questions or require clarification prior to delivering messages about this project to your employees, email jjecprogram@regina.ca, or call Jaret Volk (306-777-7143). If you receive questions that you are unable to answer (based on the information provided) please forward them to us so we can assist with a response. This will also help us with future communications.

More information on the project is provided on [CityConnect](#).
(CityConnect/Employees/Career Opportunities & Job Info/Job Evaluation/Job Evaluation Partnership)

Project Overview

The City of Regina, CUPE Local 21 and CUPE Local 7 are partnering to jointly develop and implement a job evaluation program. The project is called the “Job Evaluation Partnership” (JEP).

JEP is a project within the Job Jurisdiction, Evaluation & Compensation (JJEC) Program. Projects included under this program include:

- OOS job evaluation review and implementation – **complete**
- CUPE job evaluation review and implementation – in progress
- RCMMA job evaluation review and implementation – not started

Definitions:

- Job evaluation – A process for determining the relative value of jobs within an organization, using the same criteria, via a job evaluation tool. Comparisons are made based on an agreed set of factors that typically measure skill, effort, responsibility and working conditions.
- Job description – A document used to describe job responsibilities and qualifications of a job that may be used to support recruitment, role clarity, job evaluation, jurisdiction determination and more.

Joint Memorandum of Understanding (MOU):

The City, CUPE Local 7 and CUPE Local 21 have signed a joint MOU to undertake this job evaluation project. The parties have agreed to do so because:

- The tools that are now being used for job evaluation are old and need updating – job evaluation results provide the basis for classification and pay.
- Not all job descriptions are up-to-date, and in some cases job descriptions do not exist.
- CUPE jobs have never been evaluated at the same time and doing so can ensure fairness in pay practices.

Job Evaluation Partnership (JEP) includes:

- Joint Memorandum (Collaborative effort between the City & CUPE Locals 21 & 7)
- Development of new job evaluation tool(s)
- Gathering information about jobs, then developing updated job descriptions
 - Data Collection Interviews (Over 350 interviews and focus groups)
 - Creation of new JD's (consultants draft)
 - Review of Draft JD's (managers, supervisors and employees) **WE ARE HERE!**
 - Consultants update JD's to ensure ongoing consistency
- Evaluating the new/updated job descriptions using the new job evaluation tool(s)
 - Consultants to do initial evaluation
 - JE Committee to "sore thumb"
- Implementing and ratification of job evaluation results (process TBD)

Goals of the project include:

- Consistent and sustainable job evaluation systems, processes and tools that will support employees and the organization for many years.
- Contemporary criteria for evaluating new and existing jobs.
- Internal consistency and equity in pay.
- Fair classification and pay program(s).

Employee involvement:

- All employees are encouraged to review Job Evaluation Partnership information as it becomes available. Check the CityConnect page to review past newsletters, see who's on the project and more. ([CityConnect/ Employees/Career Opportunities & Job Info/Job Evaluation/Job Evaluation/Partnership](#))
- Representative CUPE employees were invited to attend focus groups/interviews to share information about their job, which has been used to develop the draft job descriptions.
- All CUPE employees will have an opportunity to provide feedback on the new draft job description, once developed.
- There will be an appeals process to ensure employees have an opportunity to provide additional context, clarification and/or information that may impact their job's rating.