

CBC/CMG – Job Evaluation Guide

JOB EVALUATION

1. What is Job Evaluation (JE)?

Job Evaluation is a process used to establish the relative value of classifications within an organization to ensure that its employees are fairly compensated. The first step is to describe the skills and duties required within a classification. Each classification is then evaluated on the basis of the skill, effort, responsibility and working conditions inherent in the classification. It is the classification that is being rated, not individuals that are in the classification. Job Evaluation is classification based – not individual based.

Once classifications are evaluated and ranked, classifications of similar value are grouped into pay bands and salary scales are established for them. Federal legislation on Pay Equity requires that an employer have a job evaluation process in place. It is important to note that our Job Evaluation plan was not designed to measure or place a value on workload (quantity of work) or market rates.

2. How are jobs “evaluated”?

When the JE plan was created, the CBC and CMG selected a “point factor” job evaluation system to evaluate each classification. This means that classifications were evaluated or assigned points on the basis of a number of factors. These factors are: Skill, Effort, Responsibility and Working Conditions. In the JE plan developed jointly between the CBC and the CMG, each of these four factors had several “sub-factors”, as follows:

Factor	Sub-factors
Skill	– Body of Knowledge (Education & Experience) – Dexterity
Effort	– Judgment – Creativity – Exertion
Responsibility	– Accountability – Communication – Coordination of Work
Working Conditions	measures General Environment, Pressure, Task Interference and Travel

Each sub-factor has several levels; each of these levels is assigned a “weighting” or a number of points. A joint union-management committee evaluated each job classification using the agreed-upon description on the basis of each factor and assigned each classification a total number of points based on this evaluation.

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EXAMPLE

In the factor called Body of Knowledge (or Education and Experience), there are four levels of education that can be combined with nine different levels of work experience. The points assigned to each of these levels reflect a higher requirement for education and experience as you move from one level to the next. If we take three different classification descriptions, we can see how the factor is applied.

In the Generalist Clerical classification description, the Body of Knowledge requirement is high school or equivalent and one year of related experience. The classification is awarded 70 points.

In the Editor classification description, the Body of Knowledge requirement is a community college education in television arts or the equivalent and three years related experience. This combination of education and experience is awarded 130 points.

In the Producer classification description, the Body of Knowledge requirement is a university degree or equivalent and five years of industry experience. This combination of education and experience is awarded 170 points.

You can see how the different levels of experience and education affect how many points are awarded to the job. One more word about the Body of Knowledge factor – this factor describes the level of education and experience generally required within a classification. Many employees working in a particular job classification are likely to have more education and experience than that outlined in the classification description. However, it's the job classification and what's required to perform the core duties in the classification that we're evaluating, not individuals.

Each job classification was evaluated in this way, using all of the factors. This produced a total number of points per classification. We then ranked all the job classifications by total points (highest to lowest) and grouped classifications of similar value together into the current 13 different pay bands.

3. What can I do if I feel my job has evolved or changed?

When an employee (or group of employees) believes that their job classification is no longer appropriate, (ie: duties and tasks have changed to no longer fit the classification) they should first approach their manager and local HR representative to discuss. Employees are strongly advised not only to discuss this, but also to put their case in writing to their manager. It may happen that, at this local level, the employee's position is reclassified based on the information provided and discussions at the departmental level.

However, if there is a dispute between the employee (or group of employees) about potential reclassification, the employee or their manager/HR should bring the dispute, in writing, to the attention of a member of the National Joint Job Evaluation Committee.

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As per the CBC-CMG Collective Agreement, the National Joint Job Evaluation Committee, composed of both unionized employees and CBC management, exists to deal with matters related to job classifications and job descriptions. This includes the resolution of disputes involving employee slotting into given job classifications that cannot be rectified at a local level.

Once an employee has contacted a member of the National Joint Job Evaluation Committee, the committee member will ensure that the relevant details of the case are collected and evaluated. If it is found that there are grounds for reclassification, the case will be brought to the committee as a whole for review.

Reference material:

- Job Evaluation Plan
- Job Evaluation Factors