Guide to Applying the Plan

This document will be used to help apply the CUPE plan for Classification.

Guide To Application

In order to fully understand how to properly apply this plan, the JJEC Rater must be fully familiar with the following:

- Notes to Raters, Sub-Factor Definitions and examples for each sub-factor.
- Guarding against bias in job evaluation.
- Use and analysis of Benchmarks.
- Evaluation of workplace cultural issues.
- Occupational coding.
- Maintenance Agreement.
- Equal Pay for Work of Equal Value principles.

Procedure

1. Review the position description questionnaire to ensure that you have a good understanding of the major duties and responsibilities. Areas requiring further clarification should be noted and clarified during discussion with the manager/employee.

2. Study the organization chart to become familiar with the organizational setting in which the position is located. Take note of the classification level and ratings of other positions and determine the implications of your decision on other positions in the organization.

3. During the interview process, examine how the job has been described for the following:

   a) Is the job described by someone not doing the work?
   b) Is the job described in terms of expectations (use of complex words), rather than duties and responsibilities?
   c) Is the job described with value-laden words (e.g., assist, basic, etc.), or performance related words?
   d) Are authority levels clearly articulated?
   e) Is the job described, rather than the program or mandate of the branch or department?

4. Applying the sub-factors:
   a) Rate the job independently on each sub-factor.
   b) Examine the rating against similar benchmarks to validate your ratings.
   c) If aspects of work appear to fit at different levels in the sub-factors:
      - Do you have enough accurate information.
      - Read the Notes to Raters for guidance.
5. Examine your classification decision for common errors in evaluating jobs.

   a) Double Counting:
   Double counting the same aspect of work in two or more different job evaluation sub-factors is a common occurrence.

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Some causes are:

- Not clearly understanding what the other sub-factors measure.
- Lack of focus on the aspect of work being measured and what sub-factor measures it ("jumping around" to a different aspect of work).
- Poor analysis, or inability to synthesize material.
- Lack of experience in plan application, particularly the Notes to Raters.

b) Transfer Bias:
This is the tendency to rate a job high (or low) on one sub-factor because it rated high (or low) on another sub-factor. Also included here is bias due to historical relationships between occupations.

Some causes are:

- Poor application of the sub-factor definition to the job content.
- Pure bias ("if the job has no problems, why does it require so much knowledge?")

c) Hierarchical Bias:
This is the tendency to rate jobs in order of their place in the hierarchy within the organization, perpetuating a hierarchical order of job worth. Where hierarchical structure exists, it is not uncommon for jobs higher in the structure to have more responsibility. However, skill, effort and working condition evaluations may offset responsibility, resulting in jobs lower in the hierarchy being of equal, or greater value.

Some causes are:

- Ingrained personal values suggest to the Rater that hierarchical structure should be rewarded. Thus, there is a tendency to want to rate successive supervisory levels higher on knowledge and human relations skill sub-factors.
- It is not necessarily wrong to rate supervisors and employees at the same level on a sub-factor and it is acceptable to have the same ratings at successive levels for some sub-factors, if warranted by the nature of the assignments.

d) Gender Effect:
This is the tendency to rate a job lower if the occupation itself is traditionally a female dominated occupation, or if occupied by a woman.

Some causes are:

- Poor application of the sub-factor to job content.
- Not taking into consideration commonly overlooked information

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