Recently, Human Resources staff have provided five general information sessions and six additional sessions for departments and faculties. Several questions have come up repeatedly, so we have prepared the following answers to these FAQs. Note that these FAQs are primarily for Administrators – we may develop FAQs for CUPE 2950 staff in early 2008 when we begin full implementation.

We have put these FAQs into three categories:
FAQs on Matching Jobs to Benchmarks
FAQs on the Implementation Process
FAQs on Funding.

Please note that this FAQ sheet is a companion to the presentation materials and supporting documents made available to managers and administrators at the information sessions, which can found online.

FAQS ON MATCHING JOBS TO BENCHMARKS

Q: I didn’t get a spreadsheet of employees to match to benchmarks. What should I do?
Spreadsheets were sent to the same people who normally receive M&P merit spreadsheets. For managers who do not receive merit pay spreadsheets, please see the manager or administrator in your area who normally deals with those spreadsheets. If you still cannot find the location of the spreadsheet for your employees, contact Joyce Wei at joyce.wei@ubc.ca, phone number 604-822-6865.

Q: With our spreadsheets, what do we do with missing people or people who have changed departments or left?
The spreadsheets were created with data that was effective September 10, 2007 so any changes since that date will not be reflected on the spreadsheet. For employees on your list who shouldn’t be there, write in the “comments” section of the spreadsheet what has happened to them. For employees who are missing, please add them in at the bottom of the sheet.

Q: Could you explain how to match a job to a benchmark?
First look at your one-page (two-sided) list of benchmarks (this is your “cheat sheet”) and scan for each benchmark title that sounds like it’s a match to the job. Then review each of these benchmarks and compare the “scope and level definitions”. The scope and level definition gives you a broad description of the level of the job, and this is key. Next, read through the “sample duties” and find the benchmark that is the best fit for the key duties of the job.

Note that your job does not have to perform every duty listed in the sample duties on the benchmark in order to be a good match. The sample duties are listed as an example of some duties that are at the scope and level of work outlined in the Scope & Level Definition section of the benchmark. The job should be working at that level in order to be a good match.

There is additional information listed in the benchmarks, and this will provide additional information in order to find the benchmark that is the “best fit”.

For benchmark job groupings/families that have multiple levels that are progressively more complex (e.g., Pension Clerk 1, Pension Clerk 2, Pension Clerk 3), take a look at the benchmark that is one level above and the benchmark that is one level below to make sure you have the level right.
**Frequently Asked Questions (FAQs)**

**CUPE 2950 Job Evaluation Project**

**Q:** I think I found the right benchmark, but it looks like it's in the wrong job grouping/family. Is it still okay to match to this benchmark?

The benchmarks on the one-page list of benchmarks have been categorized into the most obvious groupings in order to assist in finding a good match. This categorization shouldn't prevent you from matching to the best benchmark. For example, if you have an information technology job in a library, don't worry that the benchmark isn't categorized under “library.” Rather, look for the best benchmark, and make sure the job content and the scope and level definition are a match.

**Q:** Should matching to the benchmarks be based on what's in the employee's job description, or what they're actually doing (i.e., if the job description is outdated)?

Matching to the benchmarks should be based on what the employee is currently doing in the course of a regular work year, and not on what they used to do or what they will do in future. You should match using job content that the University has established as the job duties, as opposed to duties that are not required, but that the employee has for some reason chosen to do. However, your job descriptions should also be current, so if during the benchmark matching process you discover that the job description needs to be updated, that should be done as soon as possible. Current job descriptions could be important in the event of an appeal.

**Q:** What about duties that are done only rarely? Do I consider those duties when doing the benchmark matching?

If duties are performed occasionally, and are not “key duties”, then you can ignore them and focus on the key duties. However, if they are once-per-year duties that are key to the job, like preparing annual financial statements and budgets, then you should consider these “key duties”, and consider them in the benchmark matching process.

**Q:** How do we classify jobs that have temporary supervision duties?

Temporary supervision for small periods of time is not material for the purpose of classifying a job to a benchmark. If an employee temporarily substitutes for a manager who is on vacation, this shouldn’t affect the benchmark matching. The employee is not considered to have a regular responsibility to supervise.

Cases where an employee supervises for a specific number of hours per week, but not regularly, will be looked at on a case by case basis. The supervision duties have to be a substantive part of the job.

**Q:** What if I can match a job to two or more benchmarks?

The goal is to find a single benchmark for which the job’s “key duties” are a “best fit” to the benchmark. So if one benchmark describes the vast majority of the work the job is performing, and if the scope and level definition captures the level of the job, then this is likely the best match.

In some cases there are “series” of benchmarks that are progressively more complex (e.g., Pension Clerk 1, Pension Clerk 2, Pension Clerk 3). If you find that a job is a “best fit” to two levels within such a series of benchmarks, then the job should be matched to the higher level benchmark (i.e. Level 2 instead of 1, or Level 3 instead of 2). It is assumed that senior jobs are capable of doing, and occasionally do, the work of lower-level jobs.

The other possibility is that a job could be matched to two different benchmarks that are not part of a series of progressively higher level benchmarks. In this case, see if there is one that is a
better fit based on the job duties. If one is not a better fit than the other, then match the job to both benchmarks and make a note of this in the comments section of the spreadsheet.

Q: What do I do if the job is a close match with two or more benchmarks?
If the vast majority of the key duties of a job match one benchmark, then this is the best match. If the job truly is a very good fit with two or more benchmarks, match the job to the benchmark that is the closest fit, and make a note of the other benchmark(s) in the comments section. If the job is truly an equal match with two benchmarks then it is appropriate to match to both benchmarks. This should be relatively rare.

Q: What if the job doesn’t match any of the benchmarks?
While an attempt was made to develop benchmarks that are reflective of all CUPE 2950 jobs, there may be jobs for which no benchmark is a good fit. Make an attempt to find a “best fit” benchmark match, understanding that it’s not going to be a perfect match. If there is still no match, mark the job as “unmatched,” and forward the job description to Human Resources.

If there are several other jobs like this job, then a new benchmark may be created. The occurrence of “unmatched” jobs should be rare.

Q: What is the deadline for matching jobs to benchmarks?
The deadline for matching jobs to benchmarks was Friday, November 30, 2007. However, some faculties and departments have internal deadlines that are earlier than this, so that they can compare the benchmark matches across the department, for the purpose of ensuring internal consistency.

Q: I am running into problems with the process of matching jobs to benchmarks. Is there any assistance available?
Compensation staff from the central Human Resources department are available to answer questions, and to provide customized presentations to the managers in your faculty or department. In addition, HR can arrange to meet with you individually to review any or all of the information that was provided during the formal presentations. Compensation staff can also demonstrate how to match a job description to the benchmarks.

Q: Who do I contact if I have additional questions?
Additional questions may be directed to newcupe2950JE@ubc.ca.
FAQs AROUND THE IMPLEMENTATION PROCESS

Q: What will be communicated to CUPE 2950 members?
At a later date (likely January), Compensation staff from the central Human Resources department and CUPE 2950 representatives will offer joint presentations to CUPE 2950 employees. All of the information that has been provided to managers and administrators is also available to the CUPE 2950 representatives.

Q: Should we involve the employees in matching their jobs to the benchmarks?
It makes sense to confirm the content of job descriptions with employees. However, consultation and agreement in the process of matching jobs to benchmarks is not required. Employees who disagree with their managers about the benchmark match will have an opportunity to appeal at a later date.

Q: I have already involved an employee in matching their job to a benchmark, but now we disagree. What should I do?
If an employee and manager disagree, the manager should submit their own benchmark match, and inform the employee that they can make an appeal at a later date. It is appropriate that disagreements between managers and employees go through the appeal process.

Q: Will the managers get to see the pay levels of the benchmarks before information about a job match gets sent to employees? When will the affected employees get to see their benchmark match? What are the timelines?
Managers will know ahead of time what the pay bands and pay levels (i.e., actual dollar amounts) will be for the jobs they have matched to benchmarks. Similar to the AAPS salary grievance settlement, the central Human Resources department will send spreadsheets to administrators showing the results for their employees.

This will occur approximately two to four weeks in advance of Human Resources implementing what is listed on the spreadsheet, and will provide departments with an opportunity to contact us with any concerns before the change occurs.

After this process has been completed, employees will receive a letter outlining their benchmark, pay band, and pay level. At that point in time, the new job evaluation system and the pay schedule will be implemented. The target date for implementation is prior to March 31, 2008.

Q: Should we meet within our faculty or department to make sure that the matching to the benchmarks has been consistent?
It’s a good idea to ensure consistency across jobs within a department or faculty. The compensation department within central Human Resources will also do a check for consistency.
Q: What is the impact on tech change and job change?
Tech change is unaffected by this process, so you can proceed with any jobs involving a tech change even while the job evaluation system is being changed. Any changes in job content should be incorporated into a revised job description, and the current job content should be matched to the benchmarks in preparation for the transition to the new job evaluation system.

Q: How will bumping and recall be affected by the new job evaluation system?
Bumping and recall provisions will continue to exist, regardless of the job evaluation system changes; however, the job families that employees can bump into may change as a result of the new system. Details of these changes will be communicated to departments and faculties as soon as possible.

Q: What will the appeal process be?
An appeal process will exist, whereby employees have an ability to appeal the benchmark that their job has been matched to. This process will be announced before managers and employees receive notification of their job match, new pay band, and pay level.

Q: Will there be any guaranteed turnaround on the appeals?
No, the turnaround of appeals cannot be guaranteed because the turnaround time will depend on how many appeals there are. However, the University will endeavour to resolve all outstanding appeals in a timely manner.
**Frequently Asked Questions (FAQs)**
**CUPE 2950 Job Evaluation Project**

**FAQs ON FUNDING**

**Q:** Do managers have to find the money from their existing budgets for salary increases resulting from implementation of the new CUPE 2950 job evaluation plan, or is this funded?

The amount of money that is available for the implementation of the new CUPE 2950 job evaluation plan has already been negotiated with the union, and is centrally funded for GPO-funded jobs. If the work is in a GPO area, you do not have to find the money in your existing budgets, as the cost of the changes will be funded. Departments will have to find the funding for non-GPO funded jobs.

Human Resources is investigating whether there is some funding available for non-GPO to cover some of the retro payment costs, and will advise administrators ASAP.

**Q:** Will the new CUPE 2950 salaries be available before the budget planning process that occurs late in the year?

No. Departments will need to make an estimate based on their CUPE 2950 payroll and whether jobs are GPO or non-GPO. The pay increases for GPO-funded jobs are covered by the agreed-upon funds, so you can go ahead and budget based on current levels of GPO funding and current salaries. However, departments with non-GPO funded jobs should make an estimate of the potential impact on payroll.

**Q:** How much funding will be spent on the CUPE 2950 job evaluation project?

A certain amount of funding is set aside in each year of the current collective agreement, culminating in 1.99% of CUPE 2950 payroll by March 2010. This is estimated to be about $1 million.

**Q:** Who will get salary increases? Will all employees receive an increase, or is it just certain employees?

Unlike a general wage increase (GWI), this will be a “targeted” increase. In other words, not every employee will receive an increase, and some employees will receive a greater increase than others. Some funding will be utilized to make changes to the pay scale. For example, there will be fewer but broader pay bands, with larger steps. Other funding will be utilized to address the largest gaps between current salaries and what is indicated by the new job evaluation system.

**Q:** Will there be red circling?

Yes, we anticipate that a small number of jobs will be identified as being paid above the pay grade indicated by the new job evaluation system. However, employees have salary protection, so their pay level will not go down. Rather, jobs will be “red circled” so that the salary remains the same while the pay structure moves up every year, until eventually their pay is in line with the pay structure.

**Q:** Will there be retro pay?

Decisions are still being made with respect to retro payments, and will be communicated at a later date.