

THE UNIVERSITY OF BRITISH COLUMBIA



Human Resources
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Date: April 9, 2008
To: **Administrators**
From: Michelle Berner, Director, HR – Total Compensation
CC: HR Advisory Services, Total Compensation
Re: **CUPE 2950 Job Evaluation (JE) Project – Implementation Update**

[FOR INFORMATION]

As you are aware, a new job evaluation (JE) system was implemented for CUPE 2950 jobs, effective March 16, 2008. This memo provides an update on the implementation, as well as related issues, such as making late changes and corrections.

[1] Implementation Status

Faculties/departments provided benchmark matches for their CUPE 2950 jobs to the central Compensation unit (in Human Resources) in late 2007, and had an opportunity to make final changes by March 14, 2008. The final classifications were applied to employees effective March 16th, and eligible employees received salary increases on their March 31st pay cheque.

Unmatched Jobs. Some employees have not yet been matched to a benchmark, and are coded “unmatched pending” (HRMS job code 280000). Jobs may be “unmatched” for a variety of reasons, such as employees being new to faculties/departments, jobs changing, and jobs not having a clear benchmark match. The central Compensation unit is working on classifying these unmatched jobs, and will notify departments and employees of the classifications. Unmatched jobs will be classified as soon as possible, hopefully within the next two months. Any salary increases for employees in unmatched jobs will be retroactive to the implementation date (or the job entry date, whichever is later).

Managers with employees who are still “unmatched pending” because they were a new hire or their status changed since the original job matching are encouraged to provide a benchmark match to the central Compensation unit if there is a clear benchmark match.

While we requested that departments supply job descriptions for all unmatched positions, if there is a clear benchmark match, you can simply request a classification correction as described below, rather than wait for the central Compensation unit to classify the job. If you are unsure about the benchmark match for unmatched employees, please provide a job description to the central Compensation unit (smurray@hr.ubc.ca).

[2] Classification Changes – Corrections

Some faculties/departments have made changes to benchmark matches since the March deadline for changes, such as when it became apparent that administrative errors or incorrect benchmark matches had been made.

If there are any additional **corrections** to be made, it's a good idea to take care of them now. If issues can be resolved locally, go ahead and resolve them. There's no point in escalating an issue to an appeal if all the parties agree that a specific change would resolve the matter. Where agreement is not reached, however, the appeal process is the appropriate course of action.

If there are any additional corrections to be made, it is important that these be done quickly, since employees have now been notified of their new classifications, and the payroll has been altered accordingly. **If you have any remaining corrections, please contact Stuart Murray at smurray@hr.ubc.ca. Again, it is imperative that any last changes be made quickly.**

The impact of these final changes/corrections on the employee's salary will be determined on a case-by-case basis. In the case of a change due to an error being made, the employee would be notified of the change in classification, and the salary would generally be adjusted to the correct level (i.e., increased or decreased). For the purpose of the implementation of the new JE system, corrections that involve a salary reduction will *not* result in collection of any overpayment.

The employee will have two months from the date of notification of their classification change to appeal their new benchmark match.

Beyond the initial implementation process, which provided funding for salary increases for GPO-funded jobs, departments and faculties will be responsible for the cost of salary changes. Final corrections, unmatched jobs, and appeal results will be funded for GPO-funded jobs. Beyond this, departments must fund changes.

[3] Classifying and Posting Jobs in the New JE System

In the new CUPE 2950 JE system, faculties/departments have the ability to classify jobs without the review and approval of the central Compensation unit of Human Resources as long as there is a clear benchmark match. Faculties/departments may continue to utilize the central Compensation unit to assist with the task of classifying CUPE 2950 jobs. We can assist you with the classification process, and/or provide training/orientation sessions for you and/or your managers. The central Compensation unit will provide whatever level of support and assistance that the faculty/department prefers.

Postings – If you are posting a job, and you know the classification (i.e., benchmark match), contact your HR Advisor/Associate to process the posting. If you do not know the classification of a job, or would like advice and guidance from the central Compensation unit, submit the job description through your HR Advisor/Associate, who will forward it to the central Compensation unit for review. Please ensure that your instruction on this is clear (e.g., that you are requesting a review of the classification or assistance with it).

Unique Jobs – If a job doesn't clearly match to any of the benchmarks, the job is considered to be a "unique job". Departments should *not* post unique jobs until they have been reviewed and classified by the central Compensation unit. Such jobs should be submitted to your HR Advisor/Associate for processing.

Audit Process – In order to ensure consistency and accuracy of job classifications performed by faculties/departments, the central Compensation unit will undertake periodic reports and audits of

classifications made by faculties/departments. Inaccurate classifications discovered during the audit process will be corrected.

Appeal Process – Along with the audit process, the appeal process will contribute to accurate and consistent classification of CUPE 2950 jobs across faculties/departments. During the implementation of the new JE plan, the right to “appeal” a classification exists for the employee, union, manager, and central Human Resources department. After implementation, during the ongoing maintenance of the new JE system, a “classification review request” process will be in place. Both the appeal and classification review request processes provide the parties an opportunity to challenge classifications that they believe are inaccurate – either too low or too high. The union has indicated that they may take a more active role in appealing jobs that they believe are incorrectly classified in the new decentralized classification system, so it’s important to have clear rationale for your benchmark matches, in case they are appealed.

The appeal and audit processes will help ensure consistency and accuracy of job classifications across faculties/departments.

[4] Appeals – Status

The central Compensation unit has begun receiving appeals from employees who are appealing their initial classification in the new JE system. A joint appeal committee consisting of representatives of the University and CUPE 2950 provides the first review of appeals. If agreement is reached within the appeal committee, then the appeal is resolved. Appeals that are not resolved by the appeal committee will proceed to expedited arbitration for resolution.

It is not yet known how long it will take to resolve all appeals, as the total number of appeals is unknown. The appeal committee will resolve appeals on a first come first served basis, and will review them as they come in. The exception to this is high priority appeals, such as those filed by employees who are laid off, and who have time-sensitive job security deadlines.

Appeals will generally result in the classification of a job staying the same as originally established or going up; however, there is a possibility that an appeal could bring to light a job that is “overclassified”. In such cases, the classification will be corrected.

Employees must wait a minimum of six months from the last appeal or classification review request to file another.

As a final note on the appeal process, it is acceptable for an appeal to be “withdrawn” by the person who filed it, provided the appeal has not yet been reviewed by the appeal committee.

[5] Maintenance Agreement

A "maintenance agreement" is being developed to update/clarify collective agreement language pertaining to job classification (e.g., Article 31). Details on this will be forwarded once the maintenance agreement is finalized.

[6] Job Security Provisions

The parties are developing a Letter of Agreement that clarifies job security provisions of the collective agreement (e.g., placement, recall, bumping) in light of the new JE system. The proposal currently being discussed is that pre-established “benchmark clusters” will replace “job families” for the purpose of job security provisions.

Further details will be provided once the Letter of Agreement is finalized. In the meantime, an extension is being provided to employees whose job security rights were compromised by the implementation of the new JE system. Questions about this should be directed to your HR Advisor/Associate.

[7] New Pay Scale

The new pay scale that was developed in conjunction with the new JE system replaces the April 1, 2008 pay scale in the current CUPE 2950 collective agreement. The new pay scale can be located on the HR web site at the following location:

http://www.hr.ubc.ca/files/pdf/compensation/salary_ranges/2950_Pay_Scale2.pdf.

Implementing a new JE system is a significant change for an organization, and results in a number of adjustments, including changes to the previous “hierarchy” of jobs and associated pay levels, and the relative equity of employees within and across departments. Changes to the system, including some changes to the internal relativity of jobs, were a necessity, as 75% of CUPE 2950 employees were artificially clustered within only 3 of 15 pay bands in the previous JE system. While it was necessary to correct the system, we recognize that such a change can create significant anxiety and uncertainty for employees and managers. We encourage you to maintain an open dialogue between employees and managers/administrators, and to contact us if any issues arise where we can be of assistance.

It's also important to communicate to employees that the new 2008 pay scale signifies a “transition”. This pay scale “mapped” or transitioned all CUPE 2950 employees onto the new JE system and pay scale. The bulk of the available JE funding to date was utilized to get jobs onto the new pay line. Future funding will be used to move the entire pay line up towards market rates for comparable jobs. On April 1, 2009 the last negotiated allotment of funding from the current collective agreement will be utilized to increase the salary schedule, with the ultimate goal of moving towards competitiveness with the external market for jobs in all pay grades. Beyond this, corrections to the pay scale will occur with funding negotiated during the next round of collective bargaining.

[8] New Benchmark

From time to time new benchmarks will be introduced. Based on feedback during the implementation process, we developed a fifth level in the Admin Support benchmark series. The new benchmark is called, *Administrative Support 5 (Administrative Coordinator 2)*, and can be found on the HR web site at the following location:

http://www.hr.ubc.ca/files/pdf/compensation/cupe2950_benchmarks/Admin_Exec_Support.pdf.

If you have jobs that are a best fit match to this benchmark, please contact Stuart Murray at smurray@hr.ubc.ca.

[9] Questions

If you or your employees have questions pertaining to the implementation of the new CUPE 2950 job evaluation system, you can contact the central Human Resources department (Compensation unit) at the following e-mail address: newcupe.2950JE@ubc.ca. We will respond to e-mail queries in priority sequence.

Thank you.