



GENERAL POLICY MANUAL

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REFERENCE POLICY:	5.08	REVISED:	June 2023

Non-Union Job Evaluation and Salary Administration

POLICY

This policy is established to outline the objectives of Oxford County's non-union job evaluation system, and to provide the process to be followed regarding the evaluation of newly created and significantly changed positions within the County; as well as to outline the County's non-union salary administration processes.

DEFINITIONS

<i>Appeal</i>	The process through which incumbents can request a review of their job evaluation results within a specified time frame.
<i>Incumbent</i>	An individual who holds an employment position with the County.
<i>Internal Equity</i>	Refers to the pay relationships among non-union jobs internal to the organization, regardless of gender.
<i>Factor</i>	Factors and sub-factors make up the job evaluation plan, and encompass skill, effort, responsibility, and working conditions. Positions are evaluated on the basis of these factors and sub-factors.
<i>Grade</i>	The grade is determined by the total number of points a position receives through the evaluation. The position is placed within the County's non-union salary structure according to grade.
<i>Job Description</i>	A document consisting of the principal responsibilities, minimum qualifications and working conditions of a position, and is used as a basis for the preliminary rating of the position. It shall not be construed to be a detailed description of all requirements inherent to the position.
<i>Job Evaluation</i>	The process of analyzing the content of a position based on a variety of factors necessary to fulfil the requirements of the position, and the rating of the position by use of a job evaluation plan to determine the relationship of the position to other positions covered under the job evaluation system.
<i>Job Evaluation Plan</i>	The document that contains the basic guide for analyzing and evaluating the content of a position, based on a variety of factors as previously defined.

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Job Evaluation Questionnaire

A document consisting of questions, used to gather the detailed information about a job and used as the primary source of information for the final rating of the position.

Job Rate

The highest salary rate of a grade within the non-union salary grid.

Job Rating

The selection of degree levels and definitions for each factor, which establishes a rating for a position in accordance with the job evaluation plan, which becomes the official rating for the position.

1) Preliminary rating – an evaluation performed for a newly created or significantly changed position. The evaluation is completed by Human Resources or an external consultant based on the job description, and is in effect until the incumbent has performed the position for a minimum of six (6) months and a final rating is completed.

2) Final rating – an evaluation performed by Human Resources or an external consultant based on the completed job evaluation questionnaire received after an incumbent has performed a newly created or significantly changed position for a minimum of six (6) months.

Pay Equity

"Equal pay for work of equal value". The *Pay Equity Act* requires that jobs be evaluated and work mostly or traditionally done by women, be compared to work mostly or traditionally done by men.

Points

Each factor within the job evaluation plan has points associated with the various degree levels. The total points of the evaluation determine which grade is assigned to a position.

Green-Circled

A wage rate an employee receives that is in excess of the job rate that has been established for the position in accordance with the job evaluation system. An employee who is considered green circled is only eligible for any approved cost of living increases, until the salary range for their evaluated grade catches up to their salary, at which point the "green circle" is removed and the employee progresses as normal for any future grid increases.

Significantly

A position that experiences a change in duties and/or responsibilities that

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Changed Position has the potential to impact one or more job evaluation ratings.

PROCEDURES

1.0 Objectives of the Non-Union Job Evaluation System

1.1 The evaluation of positions serves to:

- 1.1.1 Group positions having relatively equal point values into the same grade;
- 1.1.2 Enable the assignment of positions into their proper salary grade; therefore, providing the basis from which to determine an equitable salary rate;
- 1.1.3 Meet requirements under the *Pay Equity Act*;
- 1.1.4 Maintain internal equity;
- 1.1.5 Provide a consistent approach to evaluate all non-union positions.

1.2 In the application of the Job Evaluation Plan, the following general rules shall apply:

- 1.2.1 It is the content of the position that is being evaluated, not the qualifications and/or capabilities of the individual doing the job or their performance in the job;
- 1.2.2 Workload is not a consideration when evaluating a position;
- 1.2.3 The rating of each position shall be relative to, and consistent with the ratings of all other positions within the non-union group;
- 1.2.4 Human Resources shall communicate the final rating and/or other decisions made to the incumbent(s) and appropriate management. Subject to completion of the request for review procedure, noted herein, such decision shall be binding.

2.0 Newly Created Non-Union Position

2.1 When a new position is established at the County, the following procedure shall apply:

- 2.1.1 The department shall work with Human Resources to draft a job description. This will ensure that the information is complete and consistent with other County job descriptions. If the new position is in Human Resources, the draft job description will be reviewed with the CAO.
- 2.1.2 Based on the job description, a preliminary rating shall be established and Human Resources will notify appropriate management of the preliminary rating and corresponding salary range within three (3) weeks of the job description being finalized.
- 2.1.3 Around six (6) months, and no later than one (1) year, of the incumbent(s) commencing employment in the newly created position, Human Resources will forward a job evaluation questionnaire to the incumbent. Human Resources may also meet with the incumbent to review the job evaluation questionnaire, and give

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the incumbent the opportunity to ask any questions regarding the questionnaire and/or the job evaluation process. Following review and approval by their supervisor, the incumbent is to return the completed questionnaire to Human Resources no later than ninety (90) calendar days following this meeting. Human Resources will review the completed questionnaire and may meet with the incumbent to confirm the information provided is accurate and complete.

- 2.1.4 A final rating of the position based on the information contained in the job evaluation questionnaire will be completed and Human Resources will communicate the result to the incumbent(s) and appropriate management.
- 2.1.5 Preliminary and final evaluations on newly created positions will be completed by Human Resources or an external consultant. An external consultant will be utilized for Human Resources positions, and any other position as deemed appropriate by Human Resources in consultation with the CAO.

3.0 Changes to a Non-Union Position Previously Evaluated

3.1 In accordance with Policy 5.08 Performance Management, job descriptions will be reviewed annually during the Performance Appraisal period. If during this process or through other means, the content of a position within the County is changed significantly enough to potentially impact one or more job evaluation ratings, the following re-evaluation procedure shall apply:

- 3.1.1 A revised job description is submitted to Human Resources by the department. Human Resources shall determine if the changes to the job content are significant enough to potentially impact one or more job evaluation ratings, and therefore, require a job re-evaluation.

If deemed necessary by Human Resources, in consultation with the CAO, an external consultant may be asked to provide an opinion on whether the changes to a job description are significant enough to potentially impact one or more job evaluation ratings, and therefore require a job re-evaluation.

- 3.1.2 If it is determined that the changes to the job content are significant enough to potentially impact one or more job evaluation ratings and therefore require a job re-evaluation a preliminary re-evaluation based on the changes in the revised job description shall be completed. Human Resources will communicate the preliminary rating to the incumbent and appropriate management. Salary adjustments, if any, will be applied in accordance with section 5.0 of this policy.
- 3.1.3 Within six (6) months of the incumbent(s) commencing the duties of the changed position, Human Resources will forward the current job evaluation questionnaire on file to the incumbent for updating. Human Resources may also meet with the incumbent to review the job evaluation questionnaire, and give the incumbent the

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opportunity to ask any questions regarding the questionnaire and/or the job evaluation process. Following review and approval by their supervisor, the incumbent is to return the completed questionnaire to Human Resources no later than ninety (90) calendar days following this meeting.

- 3.1.4 A final rating of the position based on the information contained in the updated job evaluation questionnaire will be completed and Human Resources will communicate the result to the incumbent(s) and appropriate management.
- 3.1.5 If the incumbent has already been actively performing the revised job for approximately 6 months or longer, the incumbent will be asked to update their job evaluation questionnaire concurrently with their job description update, which will receive final evaluation in accordance with 3.1.4 above.
- 3.1.6 Preliminary and final evaluations on changed positions will be completed by Human Resources or an external consultant. An external consultant will be utilized for Human Resources positions, and any other position as deemed appropriate by Human Resources in consultation with the CAO.

4.0 Appeal of Job Evaluation Final Rating

4.1 The incumbent(s) and/or supervisor may initiate a Request for Review (see form 5.42A) of the final rating of the position within ten (10) calendar days of receipt of the rating from Human Resources as follows:

- 4.1.1 The incumbent and/or supervisor shall complete a request for review form.
- 4.1.2 The review form shall identify the factors that are being appealed and state in writing the reasons for disagreement with the rating of the position on a factor-by-factor basis, and provide additional information and examples to support their reasons for disagreement.
- 4.1.3 Human Resources shall refer the appeal to an external consultant for review.
- 4.1.4 Upon receipt of the consultant's results, the information will be communicated to the incumbent and the appropriate management, by Human Resources. The results of the review by the job evaluation consultant shall be binding.

5.0 Application of the Job Evaluation Results on Salary

5.1 If the result of the evaluation is a lower evaluation and salary grade for a position, the incumbent(s), whose existing salary is higher than the newly established rating of the position, shall be identified as green-circled. If the incumbent leaves the position, the position is posted at the newly evaluated rate.

5.2 If the result of the evaluation is a higher evaluation and salary grade for a position, the incumbent(s) of such position shall be increased to the closest salary step in the new

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grade that provides a minimum 5% salary increase. The new rate shall be identified and become effective either: a) the date the incumbent commenced the new or significantly changed position, on the condition that the job evaluation questionnaire was received in Human Resources within the ninety (90) calendar day deadline as outlined in 2.1.3 and 3.1.3 above; or b) the date the completed job evaluation questionnaire is received in Human Resources, whichever comes first.

6.0 **Salary Administration**

6.1 All employees, at the time of hiring, may receive fair recognition for past experience when determining credited service for placement on the salary grid, and vacation entitlement. Where a department wishes to start a new employee higher than level three (3) on the salary grid and/or in excess of three (3) weeks vacation, the hiring manager will present a rationale to the Department Director and the Director of Human Resources who shall approve or deny the request. Employees who are given recognition for past experience and start at a higher vacation entitlement will progress through future vacation entitlement increases as outlined in section 1.01 of the Non-Union Employee Manual.

6.2 On an annual basis (retroactive to the anniversary date outlined in their offer letter) and based on successful performance, employees will advance one step on the grid that corresponds to the salary grade for their position as determined through the job evaluation process, until they reach the maximum step of the grid. If a supervisor believes that an employee's performance warrants a delayed grid increase, they must consult with Human Resources. The grid increase may be delayed until such time that performance improves and expectations are successfully met. The delayed grid increase will be documented in a letter to the affected employee.

6.3 In exceptional circumstances grid increases may be approved to be effective on a date other than an employee's anniversary date and/or approval may be granted to advance an employee more than one step on the grid that corresponds to their position. Exceptional circumstances could include, but are not limited to, issues related to employee retention and compensation equity/fairness in relation to existing staff and new hires/internal promotions.

In situations where the CAO feels an exceptional circumstance may exist with one of their direct reports, they shall consult with the Director of Human Resources, prior to making a decision. Where a Department Director feels an exceptional circumstance exists within their department, they shall outline the exceptional circumstance and corresponding salary/grid increase request to the CAO, who will consult with the Director of Human Resources, and approve or deny the request. In any case where an

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exceptional circumstance is approved, the salary adjustment will be documented to the employee and placed in their employee file.

- 6.4 In order to maintain salary competitiveness with comparator municipalities, the County will conduct a non-union compensation review every three to four (3-4) years. Implementation of any recommendations for adjustments to the non-union salary grid to maintain competitiveness will be subject to Council approval.
- 6.5 The County's comparator group will be established with the commencement of each compensation review, having regard for:
- historical comparators
 - geography
 - recruitment and retention trends
 - size/scope of services
 - Broader public and private sectors where possible and relevant
- 6.6 The non-union salary grid will be reviewed and adjusted annually, subject to County Council approval, for cost of living increases with consideration given to:
- projected increases of the comparator municipalities used in the last compensation review,
 - negotiated union increases,
 - and any other published salary data that may be applicable.