

2025

JOB EVALUATION

Information Booklet



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USW Local 1998

PAY EQUITY AND JOB EVALUATION

SES/U

Job evaluation is a process that ensures equal pay for work of equal value—in other words, pay equity compliance. Local 1998 fought hard for a strong job evaluation system; in fact, implementing a strong pay equity compliant job classification system was one of the reasons U of T staff first unionized with the Steelworkers in 1998 following the introduction of provincial pay equity laws in 1990. The Union fought for a robust job classification system, which was implemented between 2003 and 2015. Since then, the staff-appointed bargaining unit has been in the maintenance phase.



WHAT IS SES/U?

The union uses an agreed-upon, gender-neutral job classification system, known as SES/U, to assess positions based on four main criteria. It is important to understand that job evaluation is about a given job, not about the individual who is fulfilling the duties or responsibilities of the role. Within Local 1998, there are currently four bargaining units with a joint job evaluation system:

01. University of Toronto Staff-Appointed Unit
02. University of Toronto Schools
03. Victoria University
04. University of St. Michael's College

This pamphlet focuses on the job evaluation system at the University of Toronto; however, members of any of these units can contact the Job Evaluation team at **jec@usw1998.ca**. Members of St. Michael's College can also reach the USMC Job Evaluation team at **smc.jobevaluation@usw1998.ca**.

SES/U FACTOR SYSTEM

Simple Effective Solution, University



The classification of each bargaining unit job is determined by the ratings assigned to the 17 sub factors that lead to a total weighted score:

- 1. Skill**
- 2. Effort**
- 3. Responsibility**
- 4. Working Conditions**

THE FOUR FACTORS AND 17 SUB FACTORS

Each of the four factors is divided into 2 or more sub-factors, as outlined below:

FACTOR - SKILLS

Sub Factors:

- **SK1:** Previous Education
- **SK2:** Previous Experience
- **SK3:** Interaction Skills
- **SK4:** Movement Skills
- **SK5:** Decision Making

FACTOR - RESPONSIBILITIES

Sub Factors:

- **RE1:** Responsibility for Information
- **RE2:** Responsibility for Materials, Equipment and/or Outcomes
- **RE3:** Responsibility for the Safety of Others
- **RE4:** Financial Responsibility
- **RE5:** Responsibility to Manage or Direct Others

FACTOR - WORKING CONDITIONS

Sub Factors:

- **WO1:** Temperature, Noise and other Environmental Conditions
- **WO2:** Hazards
- **WO3:** Stress
- **WO4:** Work Interruptions and Distractions
- **WO5:** Social Disruption required by Work Schedule

FACTOR - EFFORT

Sub Factors:

- **EF1:** Mental Effort
- **EF2:** Physical Effort

SIGNIFICANT CHANGE

The test for a reclassification request (whether employee or manager initiated) is the establishment that there is a distinct change in the nature and character of duties, which then can change the rating of one or more sub factor. A change in the arrangement of duties or the introduction of a greater volume of similar duties is **not** sufficient to warrant a change in classification.

Definition of significant change:

“A significant change is defined as occurring when the duties or responsibilities of a position are added, removed or otherwise altered on a permanent and ongoing basis and there is a demonstrated change in the skill, effort, responsibility or working conditions required to perform the new or altered duties such that the job no longer falls within its current job class. A mere change in the mix or emphasis of duties and responsibilities is not considered significant change”.

(U of T/USW Job Evaluation/Pay Equity Maintenance Protocol, 2015).

EMPLOYEE-INITIATED RECLASSIFICATIONS (EIR)

Members who feel their positions are under-classified can initiate a reclassification once they have worked in the role for a minimum of six months, so long as they are not in receipt of an organizational change notice.

It is strongly advised that members who are interested in initiating a reclassification arrange a meeting with a member of the Union's job evaluation team to ensure they understand the system used and to determine whether there is enough relevant information to support a change to their classification.



EMPLOYEE-INITIATED RECLASSIFICATIONS (EIR)

To begin this process, the member completes a Statement of Significant Change Form (SSCF), which requires their response to four questions, as applicable. The four questions are:

1. How have the skills required for your position significantly changed?
2. How have the responsibilities required for your position significantly changed?
3. How has the effort required in your position significantly changed?
4. How have the working conditions of your position significantly changed?



EMPLOYEE-INITIATED RECLASSIFICATIONS (EIR)

We strongly recommend that members reach out to the Union's job evaluation team prior to completing and submitting their finalized SSCF. This way, members can receive valuable feedback on their draft SSCF, such as how to present significant changes to their role in the most effective way. It is important for the member to understand how the SSCF will be used.

Once the SSCF has been submitted, the University reviews the information and determines whether a case for 'significant change' has been established. If significant change is established, the total weighted score could change enough to move the job into a new payband classification*. The University's assessment of the EIR is sent to the member and copied to the Union's Job Evaluation Committee. The Union then has 20 working days to communicate whether it agrees with or disputes the University's assessment.

***Note:** The total weighted score might not increase enough to move the job into a higher payband.

MANAGER-INITIATED RECLASSIFICATIONS (MIR)

Similar to an EIR, a Manager-Initiated Reclassification (MIR) is submitted by a supervisor to Human Resources for their consideration, when they believe there is significant change in duties and responsibilities of a job.

Unlike EIRs, the Union is notified only after the information has been submitted by a member's manager **and** the University agrees that the position has undergone significant change. The Union has no access to or control over the timelines in an MIR until we receive official notification. In some cases, MIRs are handled quickly on the management side; in other cases, they take longer. A member can also contact the Union's job evaluation team if they are concerned about whether the University has a formal MIR process underway so that we can help with strategies.

DISPUTE RESOLUTION PROCESS

If the Union and Management do not agree on the classification of the job role, there is a Dispute Resolution Process outlined in the UofT/USW Maintenance Protocol.

When the Union disagrees with the University's assessment of a new position or, the University's response to an employee reclassification request, or the University's job class placement in a manager-initiated reclassification request, the Union can exercise its right to file a dispute under the Maintenance Protocol.

The dispute resolution process has three stages. As is done in the grievance procedure, the Union reviews the merits of the case before deciding whether to advance it to the next phase of the dispute resolution process. It is not an automatic decision to advance a case to the next stage of the dispute resolution.

DISPUTE RESOLUTION PROCESS

Step 1

In the informal meeting between the parties, the Union and the University's job evaluation teams, meet to attempt to resolve the dispute relating to the position or group of positions. These disputes are reviewed in chronological order.

Step 2

If a satisfactory resolution has not been reached at the informal meeting of the parties, the Union may then advance the case to the third-party referees, pending review by the Union's internal referee review committee. The referees are independent third-party experts, one selected by the Union and one selected by the University, who will meet to review the case and make a ruling on it. The ruling is legally binding and final and can be referred to as a precedent for future cases.



DISPUTE RESOLUTION PROCESS

Step 3

If the referees fail to come to a resolution, the case may be advanced to Arbitration. The steps for a case to move to arbitration involve a review and recommendation by the USW job evaluation team, followed by a recommendation to the Grievance Committee, and finally a recommendation to the Union's Executive Committee. A case cannot advance to arbitration without Executive Committee approval. Once the case has been heard by an arbitrator, they will make a final decision that is legally binding and can be used for future precedent.



JOB EVALUATION TIPS

The test of significant change

The test of finding significant change in a role is a challenging one to argue, which is why we recommend that members take their time when drafting their Statement of Significant Change Form (SSCF). This often requires reviewing several versions and drafts of the form with the Union's Job Evaluation team to try to make the strongest case possible for significant change. The SSCF and the rationales provided are often used in later stages of the dispute resolution process and they must be strong in order to have a chance of success in identifying change to the job classification.

We cannot stress enough the importance of developing strong, clear rationales for change. Because the employer is reliant on the job description and often on the manager's perspective, it is extremely important for a USW member to provide robust examples that demonstrate significant change in their role. This can take time and reflection to develop.

JOB EVALUATION TIPS

Short-term backfill of another colleague's position

A situation in which a USW member takes on extra duties from a colleague who is on vacation or sick leave is best addressed outside of the job evaluation process. The job evaluation process is intended to review significant changes to a role which are ongoing for the foreseeable future.

If a member is concerned that they have been asked to backfill a colleague's role on a short-term basis, they may wish to contact the Union to learn more about the possibility of inquiring about a temporary transfer (in the case of performing another colleague's role over the course of weeks or months), or they may request a one-time only (OTO) payment. OTO payments are at the discretion of management.

JOB EVALUATION TIPS

Job evaluation is not a substitute for overtime pay or addressing workload concerns

The collective agreement has provisions to address concerns relating to overtime and workload. The reclassification process cannot be effectively used to redress unpaid, approved overtime. If you are facing this situation, please contact the Union's main email address at info@usw1998.ca to discuss concerns relating to unpaid overtime and/or workload.

A member may have multiple concerns with respect to job classification, workload and overtime, but it is important to note that these three intersecting concerns fall under three different provisions based on the Union's policies and agreements. In other words, it is possible that initiating one or more separate processes may be required in order to address a USW member's concerns. For further information about OT/workload, please review your CBA for relevant articles.

HOW TO REACH US

The Job Evaluation team is available at jec@usw1998.ca and 416-506-9090.

Additionally, job evaluation resources are located on our website under Member Resources and then Resource Documents FAQ or through this URL: <https://bit.ly/JEResource>

Click on the bargaining unit you belong to.





NOTES





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