York University Proposal Presentation

Discussion of Job Evaluation/Pay Equity Maintenance Protocol

YORK & YUSA NEGOTIATIONS MARCH 03, 2022
Create a process that is:

- Pay Equity Compliant
- Promotes Internal Equity and Consistency
- Expeditious and Efficient for Managers and Employees
- Transparent and Predictable
- Objective and Defensible
- Non-adversarial
Current State

- Concerns about meeting pay equity and internal equity obligations
- Excessive process delays for employees and managers
- Inconsistent ratings
- Perceived conflict of interest for raters
- Job evaluation as advocacy
- Process challenges trust and creates adversity
- Resource intensive and cumbersome
Pay Equity and Internal Equity

- Pay equity is the employer’s obligation to maintain as per the pay equity act
- Current process presents challenges that need to be addressed
- Need a process that is fair and balanced for all employees
Excessive Process Delays for Employees and Managers

- Current process is time intensive, complicated, cumbersome, and frustrating for employees and managers
- The process is not new to the parties; any efficiencies in the current process have already been achieved
- A review of the data tells the story of a Union and Employer struggling to move files through the process
Excessive Process Delays Continued

New or Vacant Revised Positions
- Scheduling a secondary review if an initial JJEC is not successful takes **several weeks** and in some cases as long as **8 months**
- Management paralyzed with uncertainty, unable to move forward to fill positions. Impacting staff and workload of other YUSA members

Significant Change
- Significant change requests – from request date through to final rating **takes on average 9.5 months**, with some files taking **over 3 years**
Excessive Process Delays Continued

Appeals

- Currently **17 appeals** in the queue whose dates of initiation range from May 2, 2018 to November 30, 2021
- In 2020 and 2021, JAC heard appeals that dated back to November 2017
- Takes from **2-3 years** to get from referral of an appeal of a JJEC to a decision at the JAC (does not include the time it takes from the date of submission of the change form in the first instance, and consideration by the JJEC)
  - Example: May 2, 2018 file process began in December 12, 2016 with a retro date of July 2015

This has created **operational difficulties, unbudgeted retroactive liabilities, and negative employee morale**
Excessive Process Delays Continued

Summary

- Process is not efficient
- Pay equity liabilities that may exist are not being addressed in a timely manner
- Internal equity issues are not being addressed in a timely manner
- Current process does not provide for an expedient resolution to deal with disagreement between the parties
Lack of Consistency in Rating Results between Positions

- Currently raters are a mix of individuals who are new to the process and those who have more experience
- New set of eyes resulting in different outcomes and interpretations
- Similar/identical positions in different areas of the University ending up with different outcomes
  - Damaging employee morale
  - Negatively impacting ability to ensure that pay equity/internal equity is being maintained consistently and relatively - two principles confirmed by the Pay Equity Commissions and the Tribunal
Perceived Conflict of Interest for Raters

- Concerns about evaluators whose decisions potentially connect to their own jobs or jobs they are familiar with
Job Evaluation as Advocacy

- Committee members appear to be using the process to advocate for higher ratings to positions and incumbents as a form of compensation and reward mechanism.

Parties must ensure that the rating outcomes at the table are objective, defensible, consistent, and are not subject to great variability based on who is sitting at the table.
Process Challenges Trust and Creates Adversity

- Job Evaluation process is leading to increased adversarial behaviors and conflict at the Committee table
- Strained Employee/Supervisor and Union/Management relationships
- The nature of the incidents range from refusing to rate all together, to accepting ratings for the sake of avoiding further conflict

This serves neither parties individual or collective interests
Resource Intensive and Cumbersome

- In the period of August 1, 2018 to July 31, 2021, the JJEC committees met 122 times.
- Incumbent Initiated Requests: 6.75 to 12.75 effort days per submission for stakeholders involved. Does not include the 8.5 to 11 days of effort per submission which is spent at JJEC or Appeals.
- Significant amount of time over and above existing day-to-day responsibilities.
Conclusion

- Our employees, your members, are negatively impacted by process delays.

- Jobs need to be posted in a timely manner without protracted job-e delays, employees and managers need to receive the rating results and the University needs to focus on serving students.

- Collective bargaining is an opportunity for the parties to address these concerns.