MAINTENANCE MANUAL

between

UNIVERSITY OF GUELPH

and

THE CANADIAN UNION OF PUBLIC EMPLOYEES

and its

LOCAL 1334

April 16, 2002

REVISED Jan 2007
REVISED August 2009
TABLE OF CONTENTS

ARTICLE 1 – PURPOSE ................................................................................................................2

ARTICLE 2 – DEFINITIONS ......................................................................................................2-4

ARTICLE 3 - MANDATE OF THE STEERING COMMITTEE ..................................................4-5

ARTICLE 4 - JOINT JOB EVALUATION MAINTENANCE COMMITTEE ..............................5-7

ARTICLE 5 - MANDATE OF THE MAINTENANCE COMMITTEE .........................................8

ARTICLE 6 - JOB ANALYSIS PROCEDURES FOR RATING CHANGED JOBS ...................8-9

ARTICLE 7 - JOB EVALUATION PROCEDURES FOR NEW JOBS ......................................9-10

ARTICLE 8 - SETTLEMENT OF DISAGREEMENTS WITHIN THE COMMITTEE ............ 10-11

ARTICLE 9 - RECONSIDERATION (APPEAL) PROCEDURES ...........................................11

ARTICLE 10 - APPLYING THE RATINGS TO THE SALARY RANGES ..............................11-12

ARTICLE 11 - CONCLUSION AND IMPLEMENTATION .....................................................12

APPENDIX A - JOB EVALUATION RESULTS ........................................................................... i

APPENDIX B - PROCEDURES FOR CHANGED JOBS CHECK LIST ...................................... ii

APPENDIX C - JOB ANALYSIS QUESTIONNAIRE CHANGE FORM ................................. iii- vi

APPENDIX D - RECONSIDERATION (APPEAL) FORM ....................................................... vii

APPENDIX E - ADVICE OF RECONSIDERATION (APPEAL) FORM .................................. viii

APPENDIX F – CONFIDENTIALITY AGREEMENT ................................................................. ix

APPENDIX G - ROLE OF CO-CHAIRS ............................................................................... x
ARTICLE 1 - PURPOSE

In the Memorandum of Agreement, originally dated the 11th day of February 2002, Joint Job Evaluation Implementation, the University of Guelph and CUPE Local 1334 agreed to implement the joint job evaluation results and the resultant pay bands. This was determined by the Joint Job Evaluation Steering Committee. The University and CUPE Local 1334 had joint and equal representation during this process.

The Job Evaluation Plan was endorsed jointly by the University of Guelph and CUPE Local 1334. The CUPE Job Evaluation Plan recognized skill, effort, responsibility and working conditions and was refined to meet the joint needs of the University and CUPE Local 1334.

The gender neutral Job Evaluation Plan will continue to be used for evaluation of newly created CUPE Local 1334 jobs and reclassifications. The results of job evaluation will determine the appropriate salary band. This ongoing job evaluation process will ensure that pay equity will be maintained and jobs will be compensated equitably.

The Joint Job Evaluation Steering Committee will continue to oversee and monitor the job evaluation process. The Maintenance Manual forms part of the collective agreement.

ARTICLE 2 - DEFINITIONS

The following definitions are to apply to the terms used herein throughout the Job Evaluation Program:

Collective Agreement The collective agreement currently in effect between the University of Guelph and CUPE Local 1334.

Degree Level The actual measurement levels within each subfactor.

Duty Is made up of a number of tasks.

Factors The four major criteria used to measure jobs are: skill, effort, responsibility, and working conditions.

Green-Circled Rate The wage rate that is lower than the newly established wage rate.

Gender-Neutral Any practice or program which does not discriminate between men and women.
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Rating Sheet  Records the facts and rationale for the degree levels assigned to each subfactor for each job.

Red-Circled Rate  The wage rate that is higher than the newly established wage rate.

Salary Schedule  A listing of job titles, point bandings, and pay grades.

Sore-Thumbing  The process of making an objective comparison of a rating decision made by the Committee to previous rating decisions of similar and/or related positions. Comparisons may be performed by a factor-by-factor basis or on a total point basis.

Subfactors  Are components of the four major factors.

Task  A unit of work activity which forms part of a duty; one of the operations that constitute a logical and necessary step in the performance of a duty.

Total Points  The sum of all points allotted to each job for all subfactors determined in accordance with the job evaluation plan.

ARTICLE 3 - MANDATE OF THE STEERING COMMITTEE

The Joint Job Evaluation Steering Committee which established the initial job evaluation results, weightings, pay bands and hourly rates will continue to monitor and oversee the maintenance of job evaluation.

The University of Guelph and CUPE Local 1334 agree:

♦ To continue to jointly work together in the education of CUPE 1334 members and their supervisors about the job evaluation process.

♦ To jointly refine and maintain the job evaluation plan.

♦ To jointly maintain a communication strategy and a job evaluation maintenance manual.

♦ To be responsible for the composition of the CUPE 1334 Joint Job Evaluation Maintenance Committee (JJEMC). In accordance with the CUPE 1334 BY-LAWS, (December 2006) the CUPE members “shall be elected in accordance with the executive term of office by the membership”. The University shall
appoint committee members. In the event that a CUPE or University member is unable to fulfil their obligation, the University and CUPE will provide recommendations for appropriate membership on the committee.

♦ To be responsible for ensuring the integrity of the job evaluation process for both the CUPE 1334 Steering Committee and the CUPE 1334 JJEMC.

♦ To monitor reclassification procedures and to deal with any other issues that may arise regarding job evaluation.

♦ To review the results of the CUPE 1334 JJEMC; make observations and recommendations back to the CUPE 1334 JJEMC.

♦ Each committee member will be provided with a confidentiality agreement for signature at the beginning of their term of membership.

COMPOSITION

The Committee shall be comprised of not more than four (4) each of CUPE 1334 members and University members.
The Human Resource Division will provide a recording secretary.
Either party may engage University staff or the CUPE National Job Evaluation Representative to act as resources for the Joint Job Evaluation Steering Committee.

CONFIDENTIALITY

CUPE 1334 Steering Committee members will have access to a copy of the job evaluation manual which is located in the CUPE 1334 office. The manual will be accessed only by CUPE 1334 Steering Committee and CUPE 1334 JJEMC members.
The “CUPE GUIDE TO JOB EVALUATION” is available to CUPE 1334 members through their supervisors or the CUPE 1334 office.

ARTICLE 4 - CUPE LOCAL 1334 JOINT JOB EVALUATION MAINTENANCE COMMITTEE (JJEMC)

TERMS OF REFERENCE FOR CUPE LOCAL 1334 JJEMC:

a) Representation: The CUPE Local 1334 JJEMC will have equal representation and participation from the parties, consisting of at least three (3) CUPE Local 1334 representatives and three (3) University representatives. There will also be at least two (2) alternate members trained from CUPE Local 1334 and the University.
b) **Term:** Recognizing the need for consistency in the Committee, the membership of the CUPE Local 1334 JJEMC will be reviewed every three (3) years. Should Committee members need to be replaced, not more than one third of the Committee membership for the University and one third of the Committee membership for CUPE Local 1334 will be changed. It is understood that should Committee members need to step down, for reasons other than the rotation process outlined, that they will give reasonable (six (6) months) notice when possible. It is anticipated that the election process within the CUPE BY-LAWS will ensure this and respect the need for some members to remain on the committee.

c) **Character of Membership:** The Committee will comprise members who are knowledgeable about the University environment/structure. CUPE Local 1334 and the University will attempt to ensure that their membership includes broad representation and, if at all possible, from different departments, and be balanced by gender. CUPE Local 1334 Committee members and any alternates appointed by the union will continue to have all rights and privileges of the collective agreement. While this is the intent, CUPE 1334 BY-LAWS state that this committee’s membership shall be elected.

d) **Alternates:** Each party may appoint alternate representatives to serve as replacements for absent members. Alternate members will have the right to vote only when replacing a regular Committee member who is absent.

e) **Quorum:** There will need to be two (2) representatives present from CUPE Local 1334 and two (2) representatives from the University to achieve quorum.

f) **Resource Person and Facilitator:** The Job Evaluation Coordinator and/or the CUPE National Job Evaluation Representative or designate, (non Committee members), will act as resource persons and non-voting facilitators. Their role is to establish priorities, schedule meetings (at least twice annually), ensure the rating records are completed accurately, maintain records, maintain the job evaluation database, and ensure that CUPE Local 1334 members and supervisors receive appropriate information regarding the evaluation of jobs and appeals. Jobs will be brought to the JJEMC in date order, (first come, first served), with the exception of jobs that have changed significantly and need to be posted.

g) **Frequency of Meetings:** The meetings will be scheduled as necessary by mutual agreement of the Committee members. The schedule will be provided to all Joint Job Evaluation Maintenance Committee members.

h) **Confidentiality:** Committee members agree that all content and evaluation results will
remain strictly confidential. Any confirmed breach of confidentiality by a Committee member will result in immediate removal from the Committee. (Appendix F)
Each committee member will be provided with a confidentiality agreement for signature at the beginning of their term of membership.

i) **Access to Information:** In the rating of positions, Committee members will not have access to the weighted point factor system.

j) **Conflict of Interest:** Committee members will excuse themselves when the following positions are being evaluated:
   (1) their own position;
   (2) a position directly impacting their own;
   (3) where there is a direct reporting relationship; or
   (4) that of a “relative” as defined by the Human Resources Manual.
   In these cases, an alternate member will perform the evaluation to avoid a “conflict of interest.”

k) **Consensus:** The Committee will perform job evaluation and factor analysis for all positions, (as defined in Schedule “A”), in the bargaining unit. New positions and reclassification requests for changed positions will be reviewed by this Committee. The Committee will reach decisions by consensus. A majority view can be used to move a Committee toward a decision, (preliminary), but a consensus must be achieved in the final rating process. The decisions of the JJEMC, including all appeal decisions, are final and binding. In situations where a consensus cannot be reached, the matter will be referred to the Steering Committee before exercising the Settlement of Disagreement clause. The Steering Committee does not have the authority to change any of the JJEMC’s ratings but can suggest options for their consideration. This includes recommendations relating to the interpretation, application or administration of the job evaluation programme.

l) **Resources:** Either party may engage University or CUPE Local 1334 staff to assist its representatives on the JJEMC.

m) **Co-Chairpersons:** The University and the Union shall each designate one of its representatives to act as a Co-Chairperson. The Co-Chairpersons will ensure that process is properly followed and assist with hearing job evaluation appeals that require the attendance of a CUPE Local 1334 member or supervisor. The CUPE 1334 BY-LAWS state that a CUPE committee shall elect its own Co-Chairperson

Revised 040509
ARTICLE 5 - MANDATE OF THE JOINT JOB EVALUATION MAINTENANCE COMMITTEE (JJEMC)

The JJEMC shall maintain the Job Evaluation Program by:

a) Evaluating all jobs using the job evaluation plan;

b) Use the job evaluation results, agreed to effective May 1, 2001, as the foundation for all their future reference and evaluations;

c) Maintain the integrity of the program;

d) The JJEMC will recommend to the Steering Committee changes to the job evaluation plan, its procedures, or methods, as may be identified from time to time;

e) It is content of the job, and not the performance of the incumbent(s), that is being rated;

f) Jobs are rated at the appropriate degree level in each subfactor by comparing the specific requirements of the job to the subfactor definition, and the description of each degree level;

g) The job analysis and rating of each job shall be relative to and consistent with the job descriptions and ratings of all other jobs rated under the plan;

h) No interpolation of subfactor degrees, (i.e., half-grades), is permitted;

i) The factors and subfactors must have an impact on all jobs being rated;

j) Rating decisions shall include a sore-thumbing process to ensure consistency in Committee decisions.

ARTICLE 6 - JOB ANALYSIS PROCEDURES FOR RATING CHANGED JOBS:

Maintaining the Job Evaluation Program:

It is important that the parties maintain accurate job descriptions and job ratings on an ongoing basis. Failure to do so will serve to damage the integrity of the program. It is the intention of the parties to periodically review jobs upon request. The Steering Committee will determine a method for auditing jobs.
6.1 **Job Evaluation Procedures for Changed Jobs:**

Whenever the University changes the duties and responsibilities of a job or the incumbent(s)/union believe that the duties and responsibilities of a job have changed, or the job description does not reflect the duties and responsibilities of the job, the following procedures shall be followed:

a) **Step 1:** Review the Procedures for Changed Jobs Check List (Appendix B). A Job Analysis Questionnaire Change Form (Appendix B) shall be completed by the incumbent(s) and the supervisor and submitted to the JJEMC via the supervisor along with a copy of the Job Analysis Questionnaire. The Job Analysis Questionnaire should detail any changes to the job resulting from new or changed circumstances in the job. **Revised April 6, 2005.**

b) **Step 2:** The job shall be rated based on the information obtained from the completed questionnaire, interviews with the incumbent(s) and, if required, visits to the workplace.

c) **Step 3:** The JJEMC may recommend changes to the job description based on the information gathered. Amendments may be made to the proposed job description, as deemed necessary by the Steering Committee.

d) **Step 4:** The final job description will be on file in Human Resources.

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**ARTICLE 7 - JOB EVALUATION PROCEDURES FOR NEW JOBS:**

7.1 Whenever the University establishes a new job the following procedures shall apply:

a) The University shall prepare a draft job description;

b) Human Resources shall establish a tentative evaluation for the position. This is subject to change when the JJEMC evaluates the position;

c) The job shall be posted and any person appointed to the job shall be paid according to the tentative evaluation;

d) Six (6) months after appointment to the job, the incumbent(s) and the supervisor shall complete a Job Analysis Questionnaire. The questionnaire shall be submitted along with the draft job description to the JJEMC;

e) The JJEMC meets and establishes an evaluation and subsequent grade for the job, based on the job description and the questionnaire;

f) If the pay grade increases as a result of the six-month review, such increases shall
be paid to each incumbent effective the date of his/her appointment to the job. In
the event that the pay grade of the job decreases as a result of this six-month
reexamination of the job, the incumbent receives red-circling protection as per the
Memorandum of Agreement for Joint Job Evaluation Implementation dated the
11th day of February 2002.

ARTICLE 8 - SETTLEMENT OF DISAGREEMENTS WITHIN THE COMMITTEE

8.1 In the event the JJEMC is unable to reach consensus or agreement on any matter relating
to the interpretation, application or administration of the job evaluation programme, it
will first consult with the Steering Committee. The Steering Committee does not have
the authority to change any of the JJEMC’s ratings, but can suggest options for
consideration. This includes recommendations relating to the interpretation, application,
and administration of the job evaluation programme.

8.2 In the event that the Steering Committee is unable to resolve the issue, the Co-
Chairpersons of the JJEMC shall request, within ten (10) working days, that each party
designate an advisor to meet with the JJEMC. The two (2) advisors shall meet with the
JJEMC and attempt to assist in reaching a decision.
If after meeting with the two (2) advisors, the JJEMC remains unable to agree upon the
matter in dispute, the Co-Chairpersons shall advise, in writing, the Union and the
University of this fact, within fifteen (15) working days.

8.3 Either party may, by written notice to the other party, refer the dispute to a single
arbitrator who shall be elected by agreement of the parties. If the parties are unable to
agree, either party may request the Minister of Labour to appoint an arbitrator.

8.4 The arbitrator shall decide the matter upon which the JJEMC has been unable to agree
and his/her decision shall be final and binding on the JJEMC, the University, and all
affected employees. The arbitrator shall be bound by the established Job Evaluation
Reference Manual and the Job Evaluation Plan and shall not have the power to modify or
amend any of their provisions. The jurisdiction of the arbitrator shall be limited to the
matter in dispute, as submitted by the parties.

8.5 The University and the Union shall be the parties to the arbitration hearing and shall have
the right to present evidence and argument concerning the matter in dispute. The
arbitrator shall have the powers of an arbitrator appointed pursuant to the collective
agreement between the University of Guelph and CUPE Local 1334 and, in addition,
shall have the authority to require the parties to present additional information and to
require other person(s) to present evidence, as deemed necessary by the arbitrator.

8.6 The arbitrator's fees and expenses shall be borne equally between the parties.
ARTICLE 9 - RECONSIDERATION (APPEAL) PROCEDURES

9.1 Within 15 working days of receipt of the Job Evaluation Results Form (Appendix A) in accordance with Articles 6.1 and 7.1, the following procedures shall apply:

   a) The incumbent(s)/Union and/or the supervisor/University may request reconsideration (appeal) of the job rating by completing and submitting a Job Evaluation Reconsideration (Appeal) Form (Appendix C), stating the reason(s) for disagreeing with the rating of the job.

   b) The incumbent(s) and the supervisor may be requested by the JJEMC to make a presentation to the Committee.

   c) The JJEMC shall consider the reconsideration (appeal) request and has the authority to determine if an appeal is unfounded. The JJEMC’s decision shall be final and binding upon the parties and all employees affected.

   d) The Committee shall inform both the incumbent(s) and the supervisor of its decision using the Advice of Reconsideration (Appeal) Results Form (Appendix D).

ARTICLE 10 - APPLYING THE RATING TO THE SALARY BANDS

10.1 Job ratings serve to:

   a) group jobs having relatively equivalent point values (this is commonly referred to as banding);

   b) provide the basis upon which wage rate relationships between jobs are established;

   c) measure changes in job content;

   d) assign jobs into their proper pay grade in the salary schedule.

10.2 The total point allocation shall be used to determine the salary range for the jobs. Salary ranges are provided in the Collective Agreement.
10.3 If a job is rated at a pay grade with a salary range higher than the current wage rate for the job, the incumbent’s rate of pay shall be adjusted to the higher pay grade on the new salary schedule, retroactive to the date the Re-Evaluation Form was received and date-stamped in the Human Resources Department.

10.4 If a job is rated at a pay grade with a salary range lower than the current wage rate for the job, all incumbents of such jobs shall be identified as “Red-Circled” and shall be managed in accordance with the Memorandum of Agreement.

ARTICLE 11 - CONCLUSION AND IMPLEMENTATION

11.1 This Maintenance Manual, including all appendices, and the Job Evaluation Plan will be monitored by the University and CUPE Local 1334 through the Joint Job Evaluation Steering Committee and shall form part of the collective agreement.

This manual was developed jointly by:

For the University:

For CUPE Local 1334:
**JOB EVALUATION RESULTS**

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<td>Position Title:</td>
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This is to advise that the rating for the job to which you have been appointed is as follows:

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<th>JOB RATING</th>
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<td>Subfactors</td>
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Please consult the “CUPE GUIDE TO JOB EVALUATION”, available at the CUPE office or through your supervisor. The GUIDE will provide additional information about the rating and the above factors:

(KNO)Knowledge; (EXP)Experience; (JUD)Judgement; (MEN)Mental Effort; (PHY)Physical Activity; (DEX)Dexterity; (ACC)Accountability; (SAF)Safety of Others; (SUP)Supervision of Others; (COT)Contacts; (DIS)Disagreeable Conditions.

**NOTE:** Any employee or supervisor who disagrees with the rating established for the job, may request reconsideration of the job rating by completing a Job Evaluation Reconsideration form and submitting it to Human Resources within fifteen (15) working days of receipt of this document. Please keep a copy for your records.

The CUPE 1334 Job Evaluation Reconsideration form is available at: www.uoguelph.ca/hr/download/

Hard copies are available through the Union Office, your Supervisor or Human Resources.

c: CUPE 1334
Supervisor
File
NOTE: To determine if your job has changed and needs to be reviewed, please refer to the Check List below. It is important to complete all the necessary steps before you submit your request. The Job Analysis Questionnaire Change Form and Check List, and Job Analysis Questionnaire is available at: www.uoguelph.ca/hr/download/
Hard copies are available through the Union Office, your Supervisor or Human Resources.

CHECK LIST:

Before you submit your request, ✔ the following:

☐ Reviewed my current Job Analysis Questionnaire to determine if there are significant changes

☐ Discussed changes with my supervisor

☐ Completed a new Job Analysis Questionnaire

☐ Completed the Job Analysis Questionnaire Change Form and documented significant changes

☐ Forwarded the Job Analysis Questionnaire and Job Analysis Questionnaire Change Form
  ☐ CUPE 1334 Union Office, Room 347, University Centre
  ☐ My Supervisor
  ☐ Human Resources, Angie McLaughlin, Job Evaluation Coordinator

☐ Kept copies of all the above for my records

Revised Jan 2007
CUPE LOCAL 1334
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UNIVERSITY OF GUELPH

Job Analysis Questionnaire Change Form

The Job Analysis Questionnaire Change Form and Check List, and Job Analysis Questionnaire is available at: www.uoguelph.ca/hr/download/

Hard copies are available through the Union Office, your Supervisor or Human Resources

NOTE TO SUPERVISOR/INCUMBENT:
Within fifteen (15) working days of receipt of the Job Analysis Questionnaire Change Form and Job Analysis Questionnaire, the Supervisor/Dean/Director a) shall consider the form, and b) complete the form and forward to Angie McLaughlin, Human Resources, documenting your rationale.

Position Identification

Department Number: Position Number:

Job Title:

Department/Division:
Location:

Name: Signature: Date:

Supervisor: Signature: Date:

Director: Signature: Date:

1. If the general description of this job has changed, please review the attached check list and submit a new Job Analysis Questionnaire. The Job Analysis Questionnaire should detail any changes to the job and must accompany this submission as per 6.1(a) in the Maintenance Manual CUPE 1334.

2. Are there significant changes to the duties and responsibilities presently stated on your Job Analysis Questionnaire. Yes [ ] No [ ]

   If yes, please specify the duty section, (i.e., 1,2,3,4) and state the change only.
### Maintenance Manual

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**c) Have the minimum knowledge, educational and/or specific training requirements changed?**

Yes [ ]  No [ ]  Please specify.

**d) Has the time period of relevant experience and training necessary to learn and carry out the required job duties changed?**

Yes [ ]  No [ ]  Please specify.

**e) Based on the changes stated in duty sections, knowledge and/or experience, are there further changes in:**

a) Initiative, judgement and choice of action?  

Yes [ ]  No [ ]  Please specify.

b) Mental effort?  

Yes [ ]  No [ ]  Please specify.
c) Physical effort?  Yes []  No []  Please specify.

d) Dexterity?  Yes []  No []  Please specify.

e) Accountability?  Yes []  No []  Please specify.

f) Safety of Others?  Yes []  No []  Please specify.

g) Supervision of Others?  Yes []  No []  Please specify.

h) Contact/Communication skills?  Yes []  No []  Please specify.
i) Exposure to disagreeable conditions?  
Yes [ ]  No [ ]  Please specify.


j) Other Comments:


k) Supervisor comments (please reference appropriate section of this change form):


ALL PARTIES SHOULD KEEP A COPY FOR THEIR RECORDS.  
THE INCUMBENT SHOULD FORWARD A COPY TO THE CUPE 1334 UNION OFFICE.
Incumbent's Name (Please Print):

Position Title: Dept/Pos #:

Department: Location:

REASON FOR REQUEST: Please explain rationale/reason for disagreement below.

EXPLANATION OF REASON FOR RECONSIDERATION REQUEST (BASED ON SPECIFIC FACTORS):
Please ensure that your comments relate to the factors. For example: I disagree with the evaluation of the KNO(Knowledge) factor because ______________. Please attach additional information as required.

REQUEST INITIATED BY:  □ Incumbent  □ Supervisor

Incumbent (Signature): Date:

Supervisor (Please Print): Signature: Date:

Director (Please Print): Signature: Date:

NOTE: ALL REQUESTS FOR RECONSIDERATION MUST BE SIGNED BY THE INCUMBENT(S), SUPERVISOR, AND DIRECTOR, AND SUBMITTED TO HUMAN RESOURCES WITHIN FIFTEEN (15) WORKING DAYS OF RECEIPT OF THE ADVICE OF RATING. PLEASE KEEP A COPY FOR YOUR RECORDS.

THIS FORM IS ALSO AVAILABLE AT: www.uoguelph.ca/HR/download/
CONFIRMATION OF RECEIPT OF REQUEST FOR RECONSIDERATION WILL BE RETURNED TO INCUMBENTS.
APPENDIX E
CUPE LOCAL 1334
and
UNIVERSITY OF GUELPH

ADVICE OF RECONSIDERATION (APPEAL) RESULTS

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<td>Dept/Pos #:</td>
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This is to advise that the rating for the job that was submitted for reconsideration (appeal) is as follows:

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<th>RECONSIDERATION (APPEAL) RESULTS:</th>
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<td>Subfactors</td>
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<td>Degree</td>
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Please consult the “CUPE GUIDE TO JOB EVALUATION”, available at the CUPE office or through your supervisor. The GUIDE will provide additional information about the rating and the above factors:

(KNO)Knowledge; (EXP)Experience; (JUD)Judgement; (MEN)Mental Effort; (PHY)Physical Activity; (DEX)Dexterity; (ACC)Accountability; (SAF)Safety of Others; (SUP)Supervision of Others; (COT)Contacts; (DIS)Disagreeable Conditions.

(*) INDICATES A FACTOR THAT WAS APPEALED
(C) INDICATES A FACTOR THAT WAS APPEALED AND CHANGED

NOTE: Results of the appeal process are final and binding. Should you require more information, please contact Human Resources at extension 56703. We would be happy to respond to your questions.

c: CUPE 1334
Supervisor
File

viii
APPENDIX F

CONFIDENTIALITY AGREEMENT

Re: The CUPE 1334 JOINT JOB EVALUATION MAINTENANCE COMMITTEE

In my capacity as a member of the CUPE JOINT JOB EVALUATION MAINTENANCE COMMITTEE or the CUPE JOINT JOB EVALUATION STEERING COMMITTEE at the University of Guelph, I acknowledge that I will be involved in confidential discussions and that I will receive confidential information with respect to the work of the Committee. All such information identified in writing as confidential at the time of disclosure, oral deliberations of the Committee or any other oral or verbal communication which reasonably should be determined to be confidential, is "Information" under this Agreement.

I agree at all times to keep the Information confidential and not to disclose any Information to any third party without the prior written consent of the Committee and I agree not to use any of the Information for any purposes other than in my capacity as a member of the Committee.

I further agree that, on receiving a request from a representative of the Department of Human Resources at the University of Guelph, I will return all Information provided to me in writing, or reduced by me to writing, and all originals and copies thereof in any form.

I acknowledge that the disclosure of Information to me shall not be construed as granting to me (or to any third party) any right, title or interest in or to the Information.

I further acknowledge that failure to comply with this Agreement may be grounds for appropriate action by the University.

Agreed this _____ day of ______________, 20__.

Signature: _________________________________

Please Print Name: ___________________________

January 31, 2007
APPENDIX G

THE ROLE OF CO-CHAIRS

The Co-Chairs:

1) will serve as additional resources to the joint job evaluation committee to assist with efficiency and process; and remind members about the committee’s ability to formulate questions if there is not sufficient information.

2) will serve on the appeals committees.

3) will remind committee members that the questionnaire is the source document to be used in the evaluation process; the committee is not evaluating the incumbent and while additional information from committee members is helpful, personal perspectives of the job may not be useful.

4) will assist the committee to arrive at consensus; in the event the co-chair(s) are unable to assist the committee in arriving at consensus, the co-chairs will bring the issue forward to the steering committee for an appropriate solution. Consensus is defined as a decision that all committee members can live with and support.

5) will serve as the “go to” person for issues relating to the concerns of committee members of the employee group they represent, i.e. breaches of confidentiality

**NOTE: IT IS SUGGESTED THAT A BRING FORWARD ITEM IS THE LENGTH OF THE TERM FOR THE CHAIRS.

APPROVED JUNE 25/09 BY STEERING COMMITTEE