



# City of Moose Jaw

**COMMUNICATION # CC-2020-0306**

**TITLE:** Out-of-Scope Job Evaluation Framework Funding

**TO:** City Council

**FROM:** Department of Human Resource Services

**DATE:** December 2, 2020

**PUBLIC:** PUBLIC DOCUMENT

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## **RECOMMENDATION**

That the Out-of-Scope Job Evaluation Framework be implemented effective January 1, 2021 and the source of funding for the Out-of-Scope Job Evaluation Framework be funded as follows:

- 2021 - \$30,000 be funded from the Operating Budget; \$60,000 from excess salary reserves accumulated.
- 2022 - \$60,000 be funded from the Operating Budget; \$30,000 from excess salary reserves accumulated.
- 2023 – Full amount to be funded from the Operating Budget.

## **EXECUTIVE SUMMARY**

A job evaluation plan ensures that the organization has a sound basis for its pay levels and job hierarchy, one that is gender neutral and based in the principles of equal pay for work of equal value. In addition to these core benefits, the revised job evaluation plan for out-of-scope ensures that the plan and the compensable factors, which form the basis of pay level determinations, are reflective of the current and future needs of the organization. As a result, the revised job hierarchy is more reflective of needs and values of the organizations as well as current job assignments.

46 positions were reviewed, 13 positions went up one level, one position went up two levels, one position went down a level and 31 remained the same. Four of the 46 positions are currently vacant. As well, a new position of Transit Supervisor (Job Group 4) has replaced the Transportation Manager (Job Group 7) position.

The funding contemplated is not a market adjustment of current positions. Rather it is an internal adjustment of job positions based on weighted job factors specific and unique to the City of Moose Jaw municipal environment. The cost is estimated at approximately \$90,000 annually.

## **BACKGROUND**

Within the 2018 operating budget process, Council approved a \$50,000 new initiative to replace both the current CUPE job evaluation plan as well as the Out-of-Scope job evaluation framework. Job evaluation objectively and fairly determines the relative (internal equity) value of jobs within the City by a consistent and systemic study and analysis of the jobs using set criteria. Each job evaluation benchmark has several rating levels which assess the required skills, responsibilities, efforts, or conditions of work. The parties agreed to a joint job evaluation process at bargaining and the City selected Edge HR to conduct our Out-of-Scope Job Evaluation Framework review and rating.

The current out-of-scope job evaluation plan for the City of Moose Jaw was originally developed in 1999. The recommendation to implement the Job Evaluation Plan was passed by Personnel Committee on September 16, 2002 and approved by City Council on September 23, 2002. While this plan is meeting existing legal requirements and base business needs, there are some issues currently being experienced as well as opportunities to improve the plan and better align it with the future needs of the organization.

It is staggering how cultural, technical, and societal changes along with gender demographics have influenced how we have built our current positions. Just 11 out-of-scope roles remain from January 1, 2000.

## **DISCUSSION**

During the September 8, 2020 meeting of City Council, Council ratified the August 31, 2020 minutes of the Personnel Committee. City council adopted the recommendations contained within the Out-of-Scope Job Evaluation Framework and referred the source of funding to the 2021 Operating Budget deliberations.

The first theme that emerged related to the dated nature of the plan itself and the ratings of the existing jobs. The plan content is close to 20 years old and the realities and needs of the organization have changed a great deal over that time. Many jobs have not been reviewed in many years despite change to the requirements and duties of the job. The existing hierarchy may not accurately reflect the current job assignments.

Turning to the plan itself a second theme emerged with issues with the content and weighting of specific factors. The out-of-scope plan measures the job evaluation factors of Complexity – Judgement/Decision Making, Education, Experience, Independence, Consequence of Action, Working Relationships, Leadership, Accountability for Resources, Physical/Sensory Demands and Environment.

The final theme to emerge related to important aspects of the jobs that are not currently addressed in the job evaluation plan. Specific examples include elements of leadership and management such as planning, problem solving and accountability, conflict

resolution, communication, recognition for working long days and after hours and alignment to the Shared Sense of Purpose.

### **FINANCIAL IMPLICATIONS**

- 2021 - \$30,000 be allocated within the Operating Budget; \$60,000 from excess salary reserves accumulated.
- 2022 - \$60,000 be allocated within the Operating Budget; \$30,000 from excess salary reserves accumulated.
- 2023 – Full amount to be funded from the Operating Budget.

### **OPTIONS TO RECOMMENDATION**

- THAT the job evaluation plan be funded fully from the Operating Budget in 2021.
- THAT the job evaluation plan implementation be deferred until 2022.

### **COMMUNICATION PLAN**

Will work with the Communications Manager to consider an appropriate media response as part of an overall public communication strategy.

### **STRATEGIC PLAN**

The report supports the values

- *We will have the courage to try new things, and not be afraid action could lead to failure.*
- *We will always start with open, honest, and frank conversations with our stakeholders.*
- *We will be forward thinking and innovative in identifying problems and finding solutions.*

This report supports the objectives and action of an Entrepreneurial Civic Administration striving to address internal inequity among our out-of-scope job positions and ensuring that the City is able to recruit and retain talent.

### **PRESENTATION**

Mr. Al Bromley, Director, Human Resource Services, will provide a brief verbal overview of this report.

## **ATTACHMENTS**

- i. Appendix A – Revised OOS Class Plan v2020-07-26 with equivalencies
- ii. Appendix B – Out of Scope Points Calculator

## **REPORT APPROVAL**

Written by: Al Bromley, Director of Human Resource Services  
Reviewed by: Brian Acker, Director of Financial Services  
Tracy Wittke, Assistant City Clerk  
Approved by: Jim Puffalt, City Manager  
Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

Resolution No. \_\_\_\_\_

## Report Approval Details

Document Title:	Out-Of-Scope Job Evaluation Framework Funding - CC-2020-0306.docx
Attachments:	- Appendix A - Revised OOS Class Plan v2020-07-26 with equivalencies.docx - Appendix B - Out of Scope Points Calculator.xlsx
Final Approval Date:	Nov 26, 2020

This report and all of its attachments were approved and signed as outlined below:



Tracy Wittke



Jim Puffalt



Fraser Tolmie