



Job Evaluation Method

What is the job evaluation method?

The job evaluation method is a tool used to assign a numerical value to different job categories. It’s used for comparing jobs during pay equity exercises and pay equity audits.

To properly evaluate a job, we need access to its overall tasks and responsibilities for a clearer picture. Any available information that defines a job’s task and responsibilities—such as classification plans, nomenclature, or even survey questionnaires that employees have completed—is reviewed.

What are the baseline requirements of the job evaluation method?

The job evaluation method lets us draw comparisons between female-dominated job categories and male-dominated job categories.

The *Pay Equity Act* requires that the job evaluation method must take the following four key factors into account:

- 1 THE EFFORTS
- 2 THE RESPONSABILITES
- 3 THE QUALIFICATIONS
- 4 THE WORKING CONDIITIONS

Each of these factors is divided into subfactors, which ensure that the characteristics of both female-dominant and male-dominant jobs are taken into consideration.

The total number of subfactors varies depending on the jobs being assessed using the job evaluation method.



Defining the subfactors

1 THE EFFORTS

1

Autonomie

Assesses the level of autonomy usually required to perform tasks and plan out or organize the workload.

2

Critical thinking

Assesses the degree of critical thinking required to perform job tasks and handle various situations.

3

Creativity

Assesses the degree of creativity usually required to complete tasks needed to solve problems.

4

Focus and awareness

Assesses the focus and sensory awareness required to perform job tasks. Effort can mean the level of exertion required for deep focus or reflection on a particular work-related problem or issue, or a need to maintain strong sensory awareness throughout the workday. This may refer to one of the five senses, or when an individual is required to use more than one sense at the same time. This subfactor also considers involuntary interruptions (stopping an activity only to later resume it), distractions, and multitasking (the need to perform several activities or operations at once).

5

Physical efforts

Evaluates the physical demands related to performing tasks during a typical workday.

3 THE QUALIFICATIONS

10

Professional training

Assesses the general or specialized foundational knowledge required to perform job tasks

11

Experience and familiarity

Assesses the minimum post-schooling experience required to perform the normal job tasks. Experience may be gained directly in the role, through related work, or through other relevant work or life experience that provide normative or practical knowledge. It also considers the minimum level of familiarity needed with this knowledge.

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Continuous learning

Assesses the extent to which knowledge must be updated as a result of technical changes (e.g., new equipment or updated methods), administrative or legislative changes (e.g., regulations, policies, or directives), or scientific developments (e.g., new research or discoveries).

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Interpersonal skills

Assesses the interpersonal skills required to perform job tasks. “Interpersonal skills” refers to the abilities needed to interact with individuals or groups. These skills may vary depending on the type of interaction required for the job. They may be expressed through actions or gestures, body language (posture, facial expressions), or tone of voice, particularly through the words or expressions used.

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Physical skills and manual dexterity

Assesses the physical skills (simultaneity, coordination, or opposing movements) and manual dexterity required to perform tasks. Fine motor skills and muscular control of several parts of the body are also considered in this subfactor.

2 THE RESPONSABILITES

6

Responsibility for a program or activity and for financial or material resources

Assesses the responsibilities specific to the job in relation to a program, an activity, financial resources, or material resources, taking their impact on the organization, its staff, or its clients into account.

7

Responsibility for people

Assesses the mental or physical integrity required when performing tasks relating to the job.

8

Responsibility for communications

Assesses communication responsibilities associated with the job, whether written, verbal, or non-verbal. This subfactor takes the audience, their characteristics, the purpose for communication, and the context in which it occurs into account.

9

Responsibility for staff supervision and coordination

Assesses the responsibilities associated with the activities and work of other individuals, whether paid or unpaid.

4 THE WORKING CONDITIONS

15

Psychological conditions

Assesses the psychologically demanding conditions under which the job tasks are performed.

16

Physical conditions

Assesses the physically demanding conditions under which the job tasks are performed.

17

Inherent risks

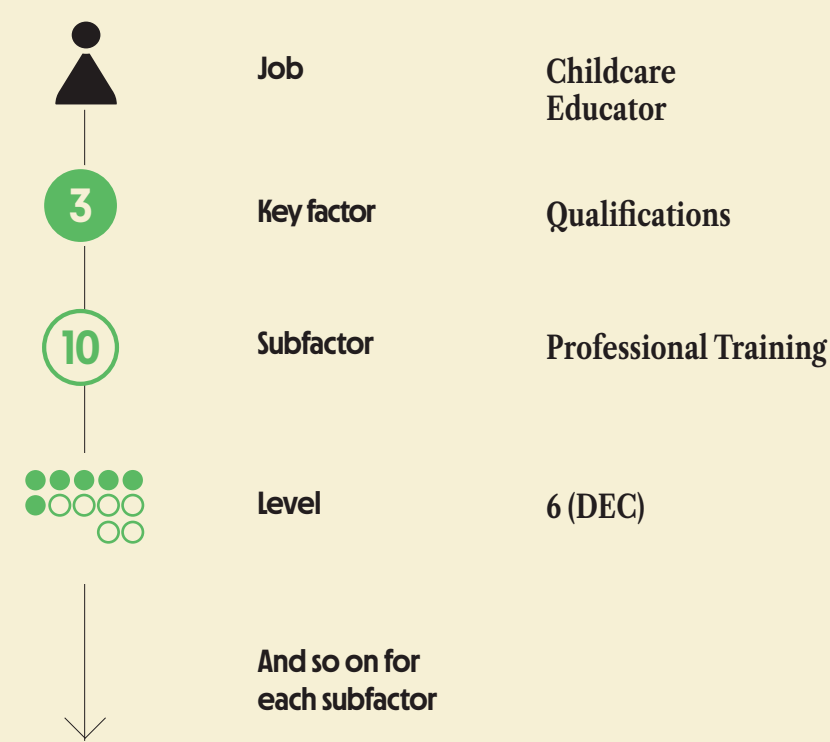
Assesses the risks that may affect mental or physical integrity incurred during the normal performance of job tasks, taking both the extent of hazard and the level of exposure into account.



For each subfactor, assessment levels must be defined for all relevant jobs. The number and definition of these levels can vary from one subfactor to another. With some subfactors, more than one aspect is measured ; in such cases, we use a rating matrix to decide its level.

ESTABLISHING THE POINT VALUE IN ASSESSMENTS

A level of assessment is determined for each subfactor.
For example:



To determine the point value of a job, the points assigned to each level across all subfactors are added together. This process is called the weighting of subfactors.

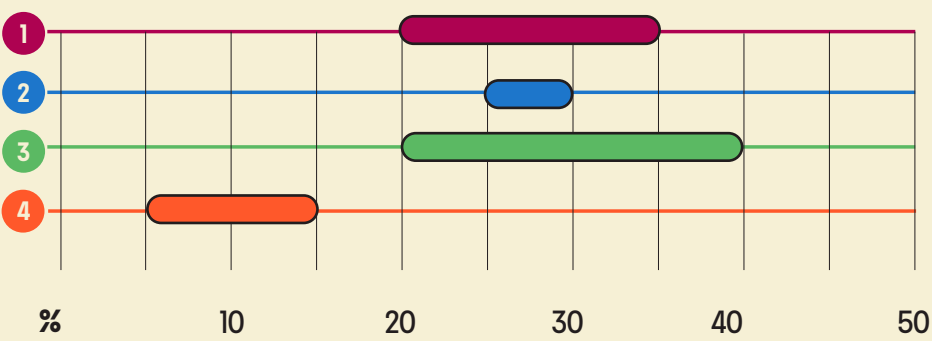


Weighting

Weighting—expressed as a percentage—represents the value assigned to each subfactor within the organization. Weighting may vary from one factor to another in order to reflect the orga-

nization’s reality; however, the CNESST provides guidelines for the four major evaluation factors set out in the *Pay Equity Act* to help establish the weighting of each subfactor.

Key Factors (Pay Equity Commission)

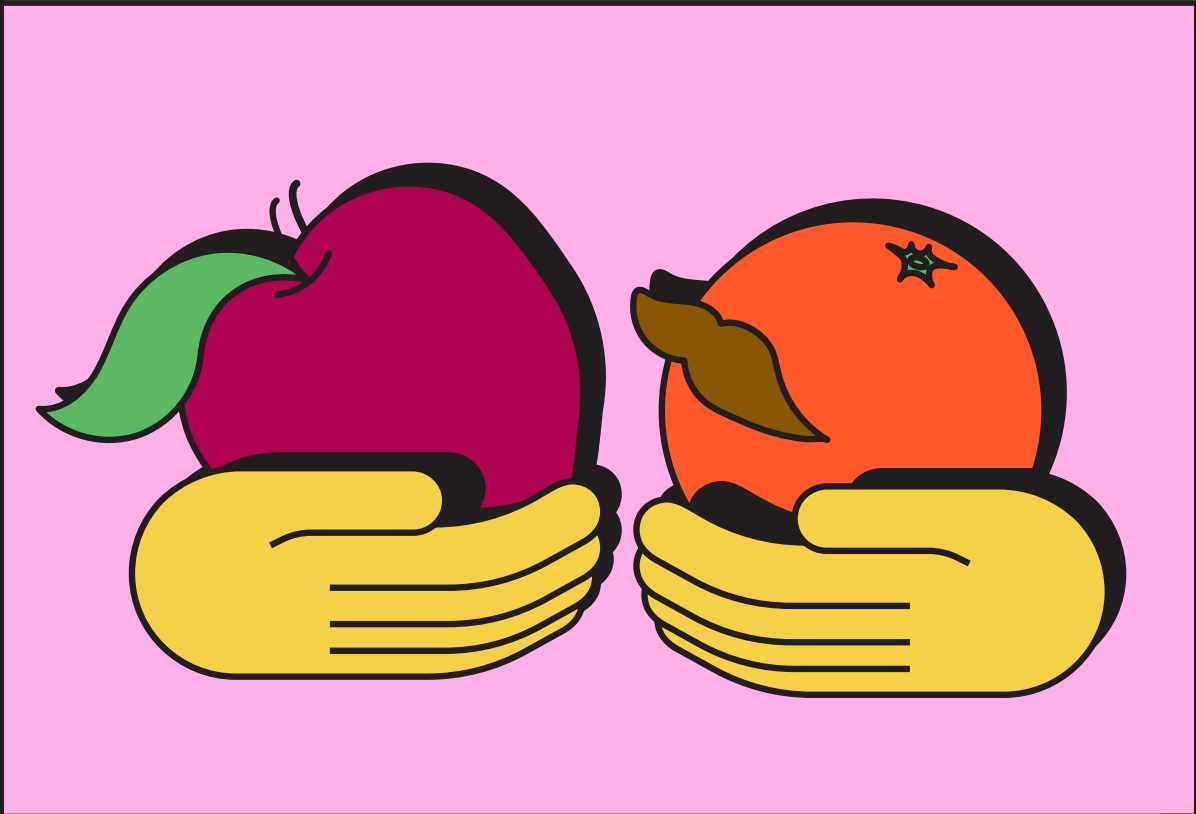


Subfactors

② Autonomy (example)

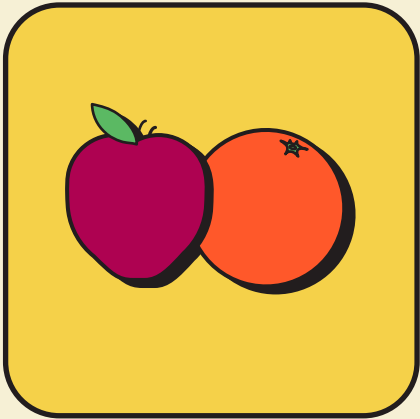


Estimating the Wage Gaps



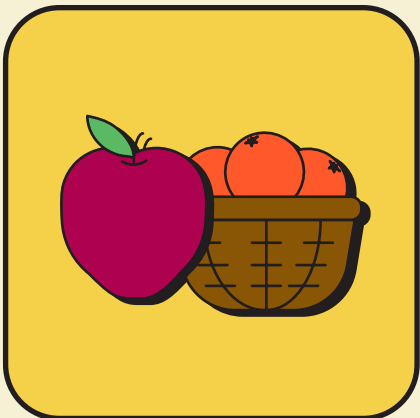
Once all jobs have been scored using the job evaluation method, the next step is to compare female-dominated jobs with male-dominated jobs to identify whether a wage gap exists. For this, we look at the total evaluation score and the maximum wage rate, including whatever monetary benefits (total compensation) are not equally available across job categories.

The *Pay Equity Act* provides several methods for estimating wage gaps:



Job-to-Job Comparison

Compares a female-dominated job to a male-dominated job of equal value.



Global Method

Compares female-dominated jobs to a group of male-dominated jobs by calculating a salary curve.

When estimating wage gaps, we need both the total evaluation score and the maximum wage rate, including monetary benefits (total compensation) not accessible to all job categories.

The graph below shows an example of a comparison using the global method, which calculates a salary curve for male-dominated jobs.

