### PEA Job Evaluation Plan

### Factor Weighting<sup>1</sup>

The 12 factors in the Job Evaluation Plan have different weights relative to each other. The PEA and the University have agreed that some factors are more important than others. The greater the weight (higher numerical value) the more the factor contributes to the relative value of a job.

The levels are also weighted within each factor. Each factor has several levels (4, 5 or 6, depending on the factor) and each level has a different weighted value. An example of the differences between levels can be found by looking at the level definitions for Factor 1:

FACTOR 1 – PROBLEM SOLVING
Definition
This factor assesses the application of knowledge to the analysis and resolution of problems. It is a measure of the difficulty and complexity of the work.
Levels
1. Requires some analysis of problems for which solutions can be identified through the application of existing procedures, policies and precedents.
2. Requires analysis of varying problems as well as judgement in the identification of solutions which are not always easily

#### Level Weighting

While the weight given to each level for eight of the factors increases numerically, four of the Factors were given greater weight at the higher levels.

The weighting of Factors 1 (Problem Solving), 2 (Knowledge), 9 (Impact of Decisions), and 10 (Independence Exercised), increase in order of magnitude at the 2 highest levels at double the rate of the other factors. This is illustrated in the tables showing the Level Weightings below:

Problem Solving   12     Knowledge   14     Communication   12     Mental Effort   2     Physical Effort   2     Responsbility for Interactions   11     Responsibility for Interactions   11     Responsibility for Human Resources   10     Impact   11     0   Independence     1   Physical on kenvironment     3   2     Organizational work environment   3     4   1.00   2.00   4.00   6.00   n/a   n/a     Nowledge   1.00   2.00   3.00   5.00   n/a   n/a     Mondel Effort   2.00   3.00   5.00   n/a   n/a     Mental Effort   1.00   2.00   3.00   5.00   n/a     1   Physical work environment   3   3   3   3   3     2   Organizational work environment   3   3   3   3   3   3     3   0   1.00   2.00   3.00   5.00   n/a   1
Problem Solving   12     Knowledge   14     Communication   12     Mental Effort   2     Physical Effort   2     Responsibility for Interactions   11   11     Responsibility for Interactions   11   11     Responsibility for Interactions   11   11     Responsibility for Human Resources   10     Impact   11     0   Independence   10     1   Physical work environment   3     2   Organizational work environment   3     100   2.00   4.00   6.00   n/a     Knowledge   1.00   2.00   3.00   5.00   n/a     Knowledge   1.00   2.00   3.00   5.00   n/a     Mental Effort   1.00   2.00   3.00   5.00   n/a
Knowledge   14     Communication   12     Mental Effort   2     Physical Effort   2     Responsibility for Interactions   11     Responsibility for Interactions   11     Responsibility for Human Resources   10     Impact   11     0   Independence     10   14     2   Organizational work environment     3   3
Communication   12     Mental Effort   2     Physical Effort   2     Responsibility for Interactions   11     Responsibility for Interactions   11     Responsibility for Human Resources   10     Impact   11     0   Independence   10     1   Physical work environment   3     2   Organizational work environment   3     100   1.00   2.00   4.00   6.00   n/a     Knowledge   1.00   2.00   3.00   5.00   n/a     Knowledge   1.00   2.00   3.00   4.00   5.00   n/a     Mental Effort   1.00   2.00   3.00   4.00   5.00   n/a
Mental Effort   2     Physical Effort   2     Responsibility for Interactions   11     Responsibility for Interactions   11     Responsibility for Human Resources   10     Impact   11     0 Independence   10     1 Physical work environment   3     2 Organizational work environment   3     actor   Level 1   Level 2   Level 3   Level 5   Level 6     Problem Solving Knowledge   1.00   2.00   3.00   5.00   n/a     Communication   1.00   2.00   3.00   4.00   5.00   n/a
Physical Effort   2     Responsbility for Interactions   11   11     Responsbility for Interactions   11   11     Responsbility for Interactions   10   10     Impact   10   11     0   Independence   10     1   Physical work environment   3     2   Organizational work environment   3     100   100   2.00   4.00   6.00   n/a   n/a     Responsibility for Human Resources   10   10   10   10   10   10   10   10   11   10   11   10
Responsibility for Interactions   11   11   11     Responsibility for Interactions   0 0 102:945 4 [(n)-27es4m [66:27 [(3)-241 0 0 1 22:945 4 [(n)-27es4m [66:27 [(3)-241 0 0 1 1 22:945 4 [(n)-27es4m [66:27 [(3)-241 0 0 1 1 22:945 4 [(n)-27es4m [66:27 [(3)-
Responsibility for Human Resources     10       Impact     10       Independence     10       Physical work environment     3       2 Organizational work environment     3       100     1.00       2.00     3.00       3.00     n/a       1.00     2.00       3.00     5.00       1.00     2.00       3.00     5.00       1.00     2.00       3.00     4.00       5.00     n/a       Anowledge     1.00       3.00     4.00       5.00     n/a       1.00     2.00       3.00     4.00
Responsibility for Human Resources   10     Impact   11     0 Independence   10     1 Physical work environment   3     2 Organizational work environment   3     100   100     actor   Level 1   Level 2   Level 3   Level 4   Level 5   Level 6     Problem Solving Knowledge   1.00   2.00   4.00   6.00   n/a   n/a     Communication   1.00   2.00   3.00   5.00   n/a
Impact 11   0 Independence 10   1 Physical work environment 3   2 Organizational work environment 3   100   actor   Evel 1 Level 2 Level 3 Level 4 Level 5 Level 6   Problem Solving Knowledge 1.00 2.00 4.00 6.00 n/a n/a   Communication 1.00 2.00 3.00 5.00 n/a   Mentral Effort 1.00 2.00 3.00 4.00 5.00 n/a
0   Independence   10     1   Physical work environment   3     2   Organizational work environment   3     100   100     actor   Level 1   Level 2   Level 3   Level 4   Level 5   Level 6     Problem Solving   1.00   2.00   4.00   6.00   n/a   n/a     Knowledge   1.00   2.00   3.00   5.00   7.00   n/a     Mentral Effect   1.00   2.00   3.00   4.00   5.00   n/a
1   Physical work environment   3     2   Organizational work environment   3     100   100     actor   Level 1   Level 2   Level 3   Level 4   Level 5   Level 6     Problem Solving   1.00   2.00   4.00   6.00   n/a   n/a     Knowledge   1.00   2.00   3.00   5.00   7.00   n/a     Mentral Effort   1.00   2.00   3.00   4.00   5.00   n/a
2   Organizational work environment   3     100   100     actor   Level 1   Level 2   Level 3   Level 4   Level 5   Level 6     Problem Solving   1.00   2.00   4.00   6.00   n/a   n/a     Knowledge   1.00   2.00   3.00   5.00   7.00   n/a     Communication   1.00   2.00   3.00   4.00   5.00   n/a
Level 1     Level 2     Level 3     Level 5     Level 6       Problem Solving     1.00     2.00     4.00     6.00     n/a     n/a       Knowledge     1.00     2.00     3.00     5.00     7.00     n/a       Communication     1.00     2.00     3.00     4.00     5.00     n/a
actor     Level 1     Level 2     Level 3     Level 4     Level 5     Level 6       Problem Solving     1.00     2.00     4.00     6.00     n/a     n/a       Knowledge     1.00     2.00     3.00     5.00     7.00     n/a       Communication     1.00     2.00     3.00     4.00     5.00     n/a
actor     Level 1     Level 2     Level 3     Level 4     Level 5     Level 6       Problem Solving     1.00     2.00     4.00     6.00     n/a     n/a       Knowledge     1.00     2.00     3.00     5.00     7.00     n/a       Communication     1.00     2.00     3.00     4.00     5.00     n/a
Problem Solving     1.00     2.00     4.00     6.00     n/a     n/a       Knowledge     1.00     2.00     3.00     5.00     7.00     n/a       Communication     1.00     2.00     3.00     4.00     5.00     n/a       Montpal     1.00     2.00     3.00     4.00     5.00     n/a
Knowledge     1.00     2.00     3.00     5.00     7.00     n/a       Communication     1.00     2.00     3.00     4.00     5.00     n/a       Manual Effort     1.00     2.00     3.00     4.00     5.00     n/a
Communication     1.00     2.00     3.00     4.00     5.00     n/a       Montal Effort     1.00     2.00     3.00     4.00     5.00     p/a
Mental Effort 1.00 2.00 3.00 4.00 5.00 p/a
Physical Effort     1.00     2.00     3.00     4.00     5.00     n/a
Responsibility for Interactions1.002.003.004.005.00n/a
Responsibility for Billinghcial + Material Resources 1.00 2.00 3.00 4.00 5.00 o ndeo
BT1 0 0 1 2mħ₽7(#y fT 0 027(#)0₽00)TÆTBT1 0 0 1 515.24 272.49 Tmħ₽7espo



## Level Weighting Detail

influence of these particular four factors towards the overall job value of professional positions at UVic. The difference in the numerical weighting of the levels (geometric vs. arithmetic) provides a method to measure greater qualitative and quantitative differences between the steps as they progress from lower to higher levels.

The University and the PEA made a deliberate decision to give these four factors somewhat greater weight within the context of the entire 12 JE factors Plan to ensure the following key objectives were met:

A gender-neutral JE Plan meeting Pay Equity objectives

e with respect to recruitment and retention of PEA

positions

Measures and Captures UVic and PEA shared values in determining job worth Results in a Plan that falls within the budget negotiated between the parties.

The reason for greater weighting of the higher levels for each of these four factors is described below:

Factor 1 Problem Solving

This factor has been weighted more heavily at levels 3 and 4. Level 3 is the first level at which problems are described as

critical thinking, judgment, interpretation, evaluation and innovative thinking, which is a significant increase from the level

This level was regarded as being as far beyond level 3 as level 3 is beyond level 2.

# Salary Bands

Every job has a total point rating. The points for each factor are derived from the multiplication of three numbers: the factor rating (the score for the factor); the factor weighting (the percentage value assigned to that factor); and the level