

DESIGN PRINCIPLES
for
Agency Job Evaluation Management System (JEMS) Review Processes

Background

- Part 17(2) of the *State Government Departments Certified Agreement 2009* states that each agency, in consultation with the relevant Consultative Committee (CC) will ensure it has a review process in place to allow aggrieved employees the opportunity to raise concerns about the work value assessment (utilising the Job Evaluation Management System (JEMS) or other approved methodology) of their position. These processes will provide the opportunity for consultation with the relevant union and may include a union representative as part of the process.
- Agencies should ensure that policies and practices are in place for the consistent and timely management of job evaluations of new and existing positions.

Objective

- The objective of a JEMS review process is to promote the prompt, open and constructive resolution of individual employee concerns about the JEMS evaluation of their position.
- Concerns other than those relating to the JEMS evaluation itself, such as the process leading to the evaluation or management decisions made on the basis of the evaluation, are outside the scope of this review process. The agency's employee complaints process will apply.

Key design principles

- ☑ A JEMS review process is a sequence of organised steps that are to be followed in the event that an employee raises concerns about the JEMS evaluation of their position.
- ☑ The steps are to be logical and easily understood. They are to include a record keeping system that pays due regard to confidentiality and ensuring employees feel secure and comfortable about making use of the agreed review process.
- ☑ The agreed review process is to provide a clear opportunity for consultation with the relevant union and may include a union representative as part of the process.
- ☑ The agreed review process should ensure the aggrieved employee has an understanding of how the JEMS methodology is used to conduct a job

evaluation and access to the information that was used to determine the outcome of the particular evaluation in question.

- ☑ Where concerns are not resolved at this first level, the process is to provide for further discussion with involved parties and a review of the relevant JEMS evaluation as appropriate to the resolution of the matters being raised. Discussions and review actions may involve supervisors, managers and human resource management staff and union and management representatives.
- ☑ To be effective an agreed JEMS review process also needs to:
 - Be publicised throughout the organisation. It is important that all staff are aware of, and understand, the review process available, what they need to do and who to contact.
 - Clearly define the role of each of the parties.
 - Identify the relevant milestones and decision making responsibilities as appropriate to each identified step in the process.
 - Give all parties the opportunity to present their case. All relevant information will be considered by the decision-maker.
 - Allow for each party to organise and involve their chosen sources of input.
 - Provide for all reasonable concerns to be dealt with in an agreed time frame.
 - Ensure the entire process is consistent and transparent.
- ☑ The aggrieved employee is an employee who has concerns about the JEMS evaluation of their position or another employee who is directly affected by the outcome of a JEMS evaluation.
- ☑ The agreed JEMS review process is to complement, build on, integrate and/or replace as appropriate any existing JEMS review mechanisms eg second and third level evaluations, independent moderations, formal review committees, exceptions based use of external evaluators and so on. Unnecessary duplication or overlap of processes and procedures is to be avoided.
- ☑ The agreed JEMS review process of individual job evaluation outcomes is to provide employees with information about further avenues to pursue should they have concerns following the completion of the agreed JEMS review process eg Managing employee complaints.