




Manager Overview – Pay Equity Maintenance Position Information Questionnaires (PIQ)

This document provides essential information on the Position Information Questionnaires (PIQ) implementation. It highlights the purpose of the project, stages of work, touchpoints with bargaining agent and/or the Employer, and management responsibilities in supporting employees to complete the PIQ. Managers can contact their HR Advisor or ministry HR SBU for questions on management responsibilities for the PIQ.

STAGE OF WORK	PRE-PIQ IMPLEMENTATION PHASE	PIQ IMPLEMENTATION PHASE	POST-PIQ COMPLETION PHASE
OVERVIEW	<ul style="list-style-type: none"> • Bargaining Agent and the Employer collaboratively develop the Position Information Questionnaire (PIQ). <ul style="list-style-type: none"> ○ A PIQ collects information from employees on their job responsibilities and requirements. • Determine selection criteria for a sample size of employees to complete the PIQ. <ul style="list-style-type: none"> ○ Not all employees will be asked to complete a PIQ. ○ Minimum 15% sample size from each job class group. ○ Job classes with less than 10 people – 100% sample size. ○ 25% sample size for the Office Administration Group and Executive Officer series. 	<ul style="list-style-type: none"> • Selected employees complete PIQ through a web link for their position if they meet the following criteria: <ul style="list-style-type: none"> ○ Geographic regions – representation from across Ontario ○ Ministries across the OPS – represent all business lines ○ Gender – proportionate inclusion in the PIQs ○ Employment arrangements – reflect all types of work and jobs ○ Employees in job for more than 6 months ○ Employees with and without a job description. • The PIQ will be available in accessible formats. 	<ul style="list-style-type: none"> • Employee completed PIQ results will be sent to their respective manager to confirm receipt and provide feedback. • The PIQs will be rolled up into confidential aggregate results and incorporated for each job class. • Development of updated job descriptions that will enable transparency and fairness across the OPS. <ul style="list-style-type: none"> ○ Will be sent to managers for review and final validation (following the pay equity work). ○ Managers <u>must offer</u> employees the opportunity to provide feedback on their respective job description.
MANAGER RESPONSIBILITIES	<ul style="list-style-type: none"> • Managers stay informed on project status, support needs, and next steps by: <ul style="list-style-type: none"> ○ Reviewing communications ○ Engaging with bargaining agent/Employer team ○ Attending relevant information sessions. • Meet with employees on a regular basis to encourage and support them to participate in information sessions, read resource materials, and answer any questions/concerns. • Ensure flexible scheduling to support employee participation in both the information sessions and completion of PIQ. • Share communications and messaging regarding the OPS Classification System Modernization with employees. 	<ul style="list-style-type: none"> • Attend virtual information session and read/view resource materials if there are inquiries on this phase of the project. • Set up time to meet with employees to answer their questions or concerns on the project. • Provide three (3) consecutive hours (paid and during work hours) to employees so they can complete their PIQ. <ul style="list-style-type: none"> ○ If more time is required by the employee to complete the PIQ, they are to inform their manager. ○ Managers must arrange for appropriate additional time to complete the PIQ. • Encourage staff to submit their PIQs on or before the due date provided. 	<ul style="list-style-type: none"> • Managers review updated job description and provide final validation. • Managers <u>must offer</u> employees the opportunity to provide feedback on their job description. <ul style="list-style-type: none"> ○ Managers consolidate employee feedback and incorporate into their review, as appropriate. • Managers stay informed on project – review communications, engage with the team, and attend relevant information sessions. • Meet with employees on a regular basis to encourage and support them to participate in information sessions, read resource materials, and answer any questions or concerns. • Share communications and messaging regarding the OPS Classification System Modernization with employees, peers, and stakeholder groups.
COMMUNICATION EXPECTATIONS	<ul style="list-style-type: none"> • Website with resource materials on project and general information on job classification. • Memo to formally announce the project and upcoming PIQ implementation phase - project purpose, importance of participation, how it impacts staff, and next steps for PIQ completion. • Information sessions on PIQ roles and responsibilities to employees, managers, union delegates, and HR community. 	<ul style="list-style-type: none"> • Website with resource materials on project and general information on job classification. • Selected employees receive email invitation to complete PIQ for their position. <ul style="list-style-type: none"> ○ Managers are required to provide three (3) consecutive hours (paid and during work hours) for employees to complete their PIQ if they are chosen via random selection to complete one. • Pre-recorded virtual information sessions and Question-and-Answer sessions available. 	<ul style="list-style-type: none"> • Website with resource materials on project and general information on job classification. • Information sessions and Question-and-Answer sessions available on updated job descriptions. • Follow-up with Job Evaluation Initiatives Branch or ministry HR partners for more information and discussions.
MANAGER FEELINGS	<p> Worry – Managers may have concerns around operational impacts and how to answer employee questions on the impacts of the PIQ /project.</p>	<p> Confusion – Managers are unsure of their role and responsibilities during the PIQ implementation phase and how to validate their employees' PIQs.</p>	<p> Worry – Managers have concerns around how employees' PIQ feedback and managers' validation will be used.</p>
RESPONSE	<ul style="list-style-type: none"> • Operational pressures must be managed to ensure the selected employees are given three (3) consecutive hours of paid work time to complete a PIQ for their job. • Reassure staff that the intent of the project is to: <ul style="list-style-type: none"> ○ Ensure fair and consistent work valuation across the OPS. ○ Be flexible to respond to changes in work/operations over time. ○ Have an updated job evaluation plan and job descriptions. ○ Provide employees with an updated copy of their job description. 	<ul style="list-style-type: none"> • Employees will be given three (3) consecutive hours (paid and during work hours) to complete the PIQ. • Managers should contact their HR Advisor or ministry HR SBU for questions related to the PIQ. 	<ul style="list-style-type: none"> • Managers and all employees will be given an opportunity to review and provide feedback on the updated job descriptions before they are finalized.