

## Alberta Health Services (AHS)/Alberta Precision Laboratories (APL) & the Health Sciences Association of Alberta (HSAA)

### Substantive Change Application

#### Background

A position should be evaluated when:

- a new position has been created in the organization.
- a reorganization, or a change in the business has occurred, and these changes are part of a broader classification review or project supported by the Employer.
- an existing position has undergone a substantive change which has impacted the nature and scope of the position since it was last evaluated.

Specifically, as it relates to existing positions, Article 40.02(A)(a) of both the AHS/HSAA and APL/HSAA Collective Agreements stipulates that “...where a review has been previously conducted, Employees should not request a subsequent classification review unless there has been a substantive change...”

In anticipation of questions related to what constitutes “substantive change,” the following addresses the practical application of “substantive change” during an evaluation of a role.

*Note: Although a position may have experienced substantive change and is accepted to be reviewed through In-Scope Classification & Compensation (ISCC), the changes may not necessarily result in a change to the classification.*

#### Substantive Change

The practical application of “substantive change” in the evaluation of a position is not a quantitative process, but a qualitative process applied during the assessment of all aspects of the job. It is a comparative analysis of the new job duties to previous job duties, which takes into consideration the full scope of the changes (increase or decrease).

For the purposes of Job Evaluation, there are a number of considerations in its application. The assessment of substantial change encompasses a combination of elements defined below:

##### **It is:**

- a comparative analysis of new job duties to previous job duties, which takes into consideration the depth and breadth of the changes.
- a shift in the primary focus of the role due to the addition and/or deletion of a number of tasks/activities.
- a prolonged and sustained activity representing a significant amount of time and has the potential to change the primary focus of the job.
- a reflection of the value of a collection of tasks, which have shifted or changed to the point where they no longer relate to the existing classification.
- an observable and distinguishable difference in relation to other similarly classified positions.
- a change in type of work (complexity) and nature of the work (reflective of skill/effort/level of responsibility); important in effect or overall consequence to the area supported by the position.

##### **It is not:**

- a single change in an activity or task.
- an increase in the workload or volume of a task/activity (more of the same).
- a single or rarely/occasionally assumed responsibility.
- a temporary assignment of different/higher level duties.

- quantifiable as a percentage or “number of changes.”
- a more detailed explanation/documentation or change in process of existing tasks.
- assumed duties that are not actual responsibilities of the position (work must be assigned by operational leadership, and not assumed by the employee to be part of their assigned duties).
- the introduction of new technology, which streamlines and/or creates efficiencies in the way the work is completed.
- the introduction of new educational requirements to meet a particular standard, or legislative requirement.

*Note: Job Evaluation is a practical technique used to determine the relative value of jobs within an organization. The ISCC department is a Centre of Expertise (COE) with trained and experienced evaluators who can assist in the determination of substantive change.*

CONFIDENTIAL