To whom it may concern:

I am a senior human resources professional with more than 18-years of experience in various HR-leadership roles in a number of manufacturing environments. Currently, I work for a high-technology design and manufacture company with more than 700 employees operating in Ontario, Canada.

In 2008, to enhance the company's ability to keep pace with an ever-changing marketplace, it was decided that a significant update was required to the structure of jobs at the facility. At that time, the company was saddled with 247 job descriptions and another 35 "new" jobs for which a description had yet to be formalized. The jobs in the facility lacked a clear structure and/or grouping. Furthermore, the mechanism used to keep track of the job structure was antiquated, labour-intensive and not able to operate in a networked computer environment.

As a result of these problems, compensation planning and administration was overly complex and time-consuming. The areas of performance management, training & development, career development, succession planning, recruitment & selection and regulatory compliance (such as employment equity and pay equity) also suffered from the lack of a strong foundation of job analysis and job evaluation.

During 2008, a comprehensive Request for Proposals (RFP) process was conducted. We received submissions from all of the major Canadian players in the field of job analysis and evaluation. A cross-functional and diverse internal team was assembled to review the proposals. The submissions were short-listed to three: Canadian Compensation Resources Ltd, The Hay Group and enCompassing Visions. In the end, enCV was the unanimous and clear choice. By far, it offered the optimal combination of detailed and thorough job analysis and evaluation capabilities, in a straight-forward and easy-to-use system, with appropriate customer support, at a reasonable price.

In early 2009, the cross-functional Job Analysis and Evaluation Committee (JAEC) began the work of reviewing all of the jobs within the facility. It was a large and ambitious project. However, with the support of the enCV team, the committee quickly became proficient in the use of the system. The weekly meetings of the JAEC achieved a productive rhythm that allowed us to make good headway into the project and maintain momentum towards the goal.

The project was completed in six months and the results were outstanding. Highlights include:

- A streamlined job structure. Reduced the number of job descriptions by 78%. Dramatically increased company's ability to move staff around the facility to address production bottlenecks and changing customer demands.
- A streamlined salary grade structure. Reduced number of salary grades by 40%. Dramatically improved the efficacy and transparency of the salary administration system.
- Created a clearly defined structure of job groups and job families, with numerous positive spin-off effects for training & development, succession planning, career development and recruitment efforts.
- The project results were very well received by all stakeholders – employees, employee representatives, supervisors, managers and organizational leadership.

But perhaps one of the greatest benefits of the new enCV system did not become readily apparent until 2011, when a significant government audit occurred at the company. The random audit was initiated by the Pay Equity Office of Ontario and was aimed at ensuring "equal pay for work of equal value" within the organization. Relying heavily upon the job analysis and evaluation data contained within the enCV system, the company flew through the audit. As a result, there were zero negative audit findings and, in fact, the company was applauded for its strong efforts in this area.

The positive effects of the enCV system continue to be felt within our organization on a regular basis. I would strongly recommend that any HR professional who is looking to enhance their organization's capabilities in the areas of job analysis and evaluation consider the enCV software as a tool to help them get there.