



Job Evaluation & Pay Equity Basics 101

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AGENDA

Pay Equity (PE) Basics

Job Evaluation (JE) Basics

Useful tips managing PE

PDSB PE complaints and challenges

Questions





Pay Equity Act R.S.O 1990

Pay Equity is “equal pay for work of equal value”.

Employers have an obligation under the Act to ensure that the job rates of female job classes remain at least the same as the job rate of a male job class of equal or comparable value in their establishments.

Pay Equity Office

The Q&A Guide to Ontario’s Pay Equity Act

– [Title: The Q&A Guide to Ontario’s Pay Equity Act Date Published: June 2023](#)

- What is Pay Equity
- What does it mean to maintain Pay Equity



Pay Equity Act

Employer Responsibilities

- Failure to comply with achieving, maintaining and providing information requests may result in the issuance of Orders and the file may be referred to the Pay Equity Hearings Tribunal for enforcement.



Pay Equity Act

Is pay equity the same as equal pay for equal work?

- No.
- Equal pay compares pay for workers in the same job; pay equity compares the pay for jobs usually done by women (for example, clerical, social work, nursing or cosmetologist) in an establishment with the pay for different jobs usually done by men (for example, construction, truck driving, engineer or technician) in the same establishment.



Phases of Pay Equity

Part I: Achieving Pay Equity

Part II: Maintaining Pay Equity

- Employers are required to demonstrate that pay equity has been achieved and maintained in their workplace through the determination of job classes, evaluation of jobs, comparison of female job classes to male job classes and adjustment of compensation of underpaid female job classes.
- Once pay equity is achieved in the workplace, employers are required to maintain pay equity such that employees in female job classes are continued to be paid at least equal to comparable male job class or classes.

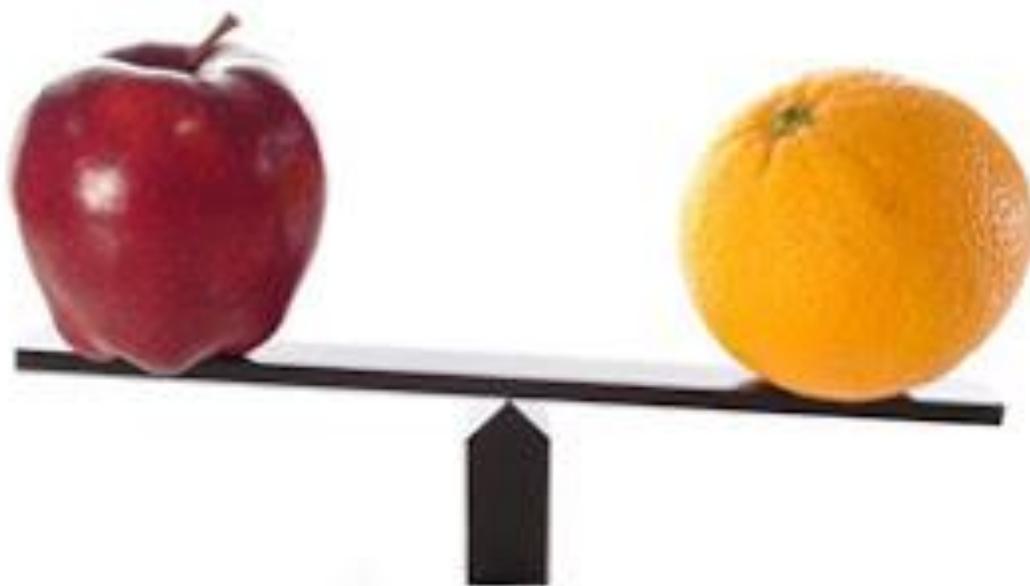


Question?

- Is having a fair wage and salary structure optional or mandatory?



Job Evaluation





What is Job Evaluation

- A process to objectively and fairly determine the relative value of jobs within a particular employee group
- It is based on systematic review and analysis of job activities, relationships and requirements.
- Certain identifiable elements or factors are present in all jobs but to varying degrees.
- These identifiable factors can be objectively measured:
 1. Skill
 2. Effort
 3. Responsibility
 4. Working Conditions

What is Job Evaluation



- Job Evaluation - Key Requirements
- Evidence based collection of job facts
- Well-proven job evaluation system that includes basic factors and is free from any form of bias, e.g. gender, management, etc.
- A trained, knowledgeable Job Evaluation Committee.
- Emphasis is placed on objectivity and consistency of application
 - Common staff and committee training
 - Common procedures and tools used
- Data is well documented and retained for recordkeeping



What Job *Evaluation is Not*

- A reward system
- A performance appraisal
- Based on volume of work
- An external market comparison
- An exact science

Objectives of Job Evaluation



- Establish systematic structure of jobs based on their worth to the organization and ensure internal female to male wage equity
- To establish a framework to determine the grade levels and the consequent salary range for new jobs or jobs which have evolved and changed
- To identify a ladder of progression for movement of employees upwards and across the organization
- Compliance with the requirements of the Ontario Pay Equity Act



Advantages of JE's

Job Evaluation programs prevent Employers from:

- Discrimination based on:
 - Gender/Sexual Orientation
 - Race
 - Disability etc.
- Making decisions based on feelings vs facts
- Ambiguous wage structure
- Impacting employee morale

Useful Tips Managing PE



- Know PE maintenance obligations and changed circumstances
- Changes to the workplace
- Changes to job classes
- Changes to compensation
- Changes to employees
- It is the employer's obligation to maintain job evaluation programs
- Be strategic – under the Act, although there is no requirement to have a joint job evaluation committee, terms of reference, cyclical reviews; however, some employers have terms in the collective agreements or terms of reference outside of the collective agreement.
- Good documentation and record keeping by compensation personnel

Useful Tips Managing PE



- Know your PE plans and female job classes and respective male comparators
- Monitor pay equity gaps that will need to be closed
- Consider PE impact of any bargaining proposals
- Try to avoid agreeing to a terms of reference and having any language in collective agreement
- Ensure training and resources for supervisors and employees
- Good understand of job evaluation process and verify/provide accurate job content within scope of responsibilities
- Document and safeguard JE and PE historical information and documentation
- Obtain legal advice and JE consultants as required



PDSB Experience

CUPE Office Staff & Library Technicians

- Updated all position titles, approximately 105 classifications in 2009
- Union filed complaint with Pay Equity Commission in 2013
- Complaint closed and confirmed there was no contravention in 2014
- Pushed to have Terms of Reference
- Agreed to update all job descriptions within 1 year
- Continue in maintenance mode



PDSB Experience

OPSEU EAs & DECEs

- Achieved Pay Equity in 1990
- Union filed complaint with Pay Equity Commission in 2017
- Complaint closed through formal agreement in 2020
- OPSEU National JE pushed to change the job evaluation tool
- Currently in maintenance mode
- Agreed to updating job descriptions for 22 position classifications within 60 days



PDSB Experience

Non-Union Employee Group (ASG)

- ASG Review in 2013-14 to evaluate 140 position classifications
- Changed JE tool from Aiken plan to a customized point factor plan
- Changed the salary grid (compressed from 19 to 11 levels)
- Continue in maintenance mode
- Be cognizant of compression within the grid



Questions?

