



Pay Equity Implementation Plan

This plan is for completion following the [Pay Equity Learning Module](#) and will allow employers to identify where they are in the process and what is left to be accomplished to achieve pay equity within their organizations.

In comparing the value of the work performed traditionally by women with the value of the work performed traditionally by men, employers will determine if pay inequities exist.

For employers to achieve pay equity, they need to assess all jobs for their value and provide equal wages for jobs of equal value.

Benefits of addressing pay equity within an organization include:

- Provides knowledge of the work that is required for each job
- Promotes fairness in a company's compensation system
- Strengthens employee relations and morale
- Increases recruitment and retention of employees because of a fair compensation package
- Improves productivity
- Enhances your competitiveness

Date:	
Name of Organization:	
Contact:	
Address:	
Phone:	
Email:	

Establishing Pay Equity

Each of the following sections addresses an element of pay equity. By working through these sections, you will provide information on where you are in the process of achieving pay equity for your organization. Completion of the steps will result in an individual implementation plan for your organization to achieve pay equity. Complete the sections to the best of your ability given where your organization is in the process. A pay equity implementation check-list is included to summarize the section results. Please complete the checklist to assist you in determining, at-a-glance where you are in the process of achieving pay equity. For best results, sections should be completed by those who are most familiar with the human resources within your organization.



Section A Determine the number of employees in your organization

Indicate the total number of employees within your organization and include the gender breakdown. The **gender breakdown** is the total number and percentage of female employees and the total number and percentage of male employees. For example, an organization with 100 employees could have a gender breakdown of 60 female employees and 40 male employees. As such, 60% of the employees are female and 40% are male.

Evaluation

How many employees are in your organization?

of Women:

of Men:

The gender breakdown in my organization is:

female and male

Do you have more than one entity within your organization? YES NO
If yes, how many employees are in each of these entities?

Does your organization have unionized employees? YES NO

Section B *Establish a pay equity committee*

If your organization is 50 or more employees, you will need to establish a pay equity committee to encourage employee participation in the process for achieving pay equity. The committee should include representation from different areas or branches of the organization.

If your organization is under 50 employees, there may only be one person representing each area or branch. In this case, you may decide that a committee is not required because you know enough about the jobs to be able to conduct a comprehensive job evaluation and comparison for pay equity purposes.

Communicating the pay equity process is important within all organizations for education and awareness, especially if a committee is not established. Keeping the lines of communication open with your employees will:

- Help inform them about pay equity and their rights;
- Increase credibility for the pay equity process;
- Dispel rumours or false information; and
- Help create a plan that is useful in the workplace.

Communication to employees should happen at each step of the pay equity exercise such as: selection of a pay equity committee or individual responsible; the job classes identified to undergo the pay equity process; the job descriptions developed; the job evaluation system selected and the results.

The results of a pay equity exercise should be made available to employees once the whole process is completed.

Evaluation

Has your organization established a pay equity committee? YES NO

If yes, how many?

Section C *Identify the job classes*

Job classes are groups of positions that have:

- Similar duties and responsibilities
- Similar qualifications (education and experience)
- Same remuneration (same maximum rate of pay)

If a position does not share the three characteristics described above with other positions, it constitutes a job class by itself. If you have are uncertain about the similarity of two positions, it is preferable to consider them two distinct job classes.

Job classes are the basic building blocks of pay equity, so be sure that each position in the organization is assigned to a [job class](#).

Evaluation

Has your organization established job classes? YES NO
If yes, how many job classes does your organization have? My organization has job classes.

Section D Identify gender predominance

Gender predominance for a job class is whether the majority of the positions within a job class are held by females or males. Female job classes are jobs usually done by women, and male job classes are jobs usually done by men.

Gender-neutral job classes are job classes where more or less equal numbers of women and men have done the job in the past or are doing the job now, and there is no gender stereotyping or gender predominance for the job. Gender-neutral job classes are not involved in the pay equity process.

To determine female and male job classes, consider the following:

- **Gender percentage in each job class:** What percentage of employees in the job class are women or men? If 60% or more of the employees in the job class are women, it is a female job class. If 60% or more of the employees in the job class are men, it is a male job class.
- **Historical incumbency:** In the past, which gender has predominantly occupied this job class? For example, where a company hires a male to fill the only position of librarian, a position always filled by a woman in this company, then this position must be regarded as a female job class. The position of librarian is also generally seen to be a female job class.
- **Gender stereotyping:** Which jobs are held by women and which are held by men, according to what most people perceive/believe? For example, the job of nurse is generally seen to be a female job class; the job of truck driver a male job class.

For example, the position of a nurse has a gender stereotype as being a female job class. If an organization currently employs only male nurse this job class would still be considered a female job class and not a gender-neutral job class.

Evaluation

Has your organization identified gender predominance of its job classes? YES NO

If yes, how many of the job classes are female dominated? My organization has female dominated job classes.

Section E Identify job descriptions

A **job description** is a summary of the major duties and responsibilities of a position. It also includes the education and experience required to do the work. Indicate the percentage of job descriptions completed based on the number of job classes identified.

Evaluation

Does your organization have completed job descriptions? YES NO

If yes, what percentage of job descriptions have been completed?

My organization has completed job descriptions for % of total number of jobs.

Section F *Identify what type of job evaluation system will be used*

A **job evaluation system** is a measurement tool that will help determine the value of job classes. If your organization has a union, the selection of a system should be negotiated between the employer and the bargaining agent. The system you chose must:

- compare job classes based on the total value of required qualifications, required effort (mental and physical), responsibilities and working conditions;
- be gender-neutral and gender-sensitive not biased toward jobs done by either women or men. It also has to be able to capture aspects of work done by women that may have been overlooked and undervalued in the past;
- fit the nature of your organization and match its services and/or products. For example, if dealing with customers is important, it should be valued;
- meet the goals of your organization. For example, if quality improvement is part of the mission statement, it should be valued;
- capture the full range of work performed and be able to value fairly work done by both women and men. For example, if some female job classes require keyboarding skills that should be reflected in measuring required qualifications and physical effort;
- be flexible enough that it can easily be amended to fit your workplace; and
- be useful for the future when you will need to maintain pay equity and evaluate new or changed jobs.

A job evaluation does not measure nor reflect the performance, gender or qualifications of the individual in the job. It is used to identify, evaluate and measure all aspects of a job and provide the basis for an equitable and defensible pay structure.

A systematic job evaluation is based on two criteria:

- That certain identifiable factors are present in all jobs but to a varying degree; and
- That these identifiable factors can be evaluated and measured.

There are many types of job evaluation systems, but to be appropriate for pay equity purposes, it must meet the above-listed criteria.

Evaluation

Has your organization established a job evaluation system for pay equity? YES NO

If yes, which one?

Section G

Communicate the results of the job class identification, selection of job evaluation system, tools and procedure

The results of the identification of predominantly female job classes and predominantly male job classes, the job evaluation system, the evaluation tools, and the procedure must be posted in prominent places easily accessible to the employees.

Evaluation

Has your organization communicated the results of the job class identification, selection of job evaluation system, tools and procedure with all employees? YES NO

If yes, how and where?

Section H

Evaluate the job classes

Once the evaluation method and tools have been developed, it is possible to proceed to the evaluation of predominantly female job classes and predominantly male job classes and determine their value.

The job class evaluation must cover the characteristics of the job class and not those of the people who hold the jobs. The application of the evaluation system must be free of any gender discrimination.

Evaluation

Has your organization evaluated the job classes by comparing predominately female job classes with predominately male job classes? YES NO

If yes, were there unanticipated differences or similarities?

Section I

Establish the point value for each of the job classes

Establishing a **point value system** provides a rational distribution of points for your job evaluation system, because it reflects your organization's values. These values are determined by the **weighting** assigned to the four factors of required qualifications, responsibilities, required efforts, and working conditions. A sub-factor is a particular characteristic or skill under one of the factors. The total of the weights assigned to each sub-factor must equal the weight assigned to that factor. Be gender neutral when assigning weights.

Evaluation

Has your organization determined the point value for each of the job classes? YES NO

If yes, were point values assigned to all factors in a systematic way?



Section J *Compare job value in relation to compensation and determine the terms and conditions of payment of compensation adjustments*

Compare the job value in relation to compensation of predominantly female job classes with that of predominantly male job classes. If male job classes are paid more than female job classes of equal or comparable value, pay adjustments must be made to the female job classes.

Some differences in compensation between a female job class and the male comparator job class are allowed if the differences are a result of:

- A formal seniority system that is not gender biased;
- A temporary training/development assignment that is equally available to female and male employees. For example, if the job rate of a certain male job class could be shown to include an additional pay component due to a temporary training assignment, that job class could have its job rate adjusted to the normal level for comparison purposes;
- A merit compensation plan based on formal performance ratings, which are known to the employees and which are gender neutral; or
- A skills shortage or market adjustment that is causing a temporary inflation in compensation.

It is the employer's responsibility to set out the terms and conditions of these pay adjustments.

Note: Only predominantly female job classes undergo adjustment in order to eliminate the difference in compensation observed. Pay equity cannot be achieved by reducing the remuneration of the employees of the organization.

Evaluation

Has your organization compared job value in relation to compensation and determined the terms and conditions of payment of pay equity adjustments? YES NO

If yes, were adjustments made?

Section K *Communicate the results*

The pay equity committee, or in the absence of such a committee, the employer must post the results in prominent places easily accessible to the employees. Results should be outlined using a pay equity plan. The plan should describe how jobs were compared and how and when pay adjustments will occur in order to achieve pay equity.

This communication must also indicate: 1) the employee's right to request additional information or make observations, in writing, on these results; 2) and the period in which this right may be exercised.

Evaluation

Has your organization communicated the results? YES NO

If yes, where and how?

Section L *Maintain pay equity*

Pay equity is not meant to be a one-time effort. Do not disband your committee until you have made plans to maintain pay equity. All employers should involve the bargaining agent, if one exists, in the maintenance process from the outset.

Pay equity can be maintained through good compensation management. This means your salary administration should be consistent, fair and applied in a gender-neutral and gender-sensitive way. One way is to add more structure to the way you pay your employees. This may add more formality to the system. Good pay practices can mean better control over costs — salaries and benefits are often the highest cost to a business.

Pay equity should be maintained, despite any changes that the organization may go through, especially the creation of new jobs, new job classes or changes in existing jobs or working conditions. Maintenance of pay equity must also be guaranteed when a collective agreement is being negotiated or renewed.

Evaluation

Is your organization maintaining pay equity? YES NO

If yes, how?

Complete Pay Equity Implementation Plan Checklist

This checklist will show you the sections that you have completed and the sections you have left to complete to achieve pay equity. If your organization would like more insight on where your organization stands in the pay equity process, please consider completing the [Employer Pay Equity Self-Assessment](#) in addition to this plan.

Pay Equity Implementation Plan Checklist

	Complete	To-do
Section A:		
Has your organization considered the composition of its workforce and its organizational structure?		
Section B:		
Has your organization established a pay equity committee?		
Section C:		
Has your organization established job classes?		
Section D:		
Has your organization established gender predominance?		
Section E:		
Does your organization have completed job descriptions?		
Section F:		
Has your organization established a job evaluation system for pay equity?		
Section G:		
Has your organization communicated the results of the job class identification, selection of job evaluation system, tools and procedure with all employees?		
Section H:		
Has your organization evaluated the job classes by comparing predominately female job classes with predominately male job classes?		
Section I:		
Has your organization determined the point value for each of the job classes?		
Section J:		
Has your organization compared job value in relation to compensation and determined the terms and conditions of payment of pay equity adjustments?		
Section K:		
Has your organization communicated the results?		
Section L:		
Is your organization maintaining pay equity?		

Submit Pay Equity Implementation Plan

This plan is a part of a pay equity pilot program for private sector employers. The Pay Equity Bureau will provide feedback on your submitted plan to assist you with areas to further pay equity within your organization.

The bureau also appreciates your feedback on your experience in completing this plan. A follow-up survey will be shared with you upon submission of this plan to the Pay Equity Bureau.

Submit plan and checklist to the:

Pay Equity Bureau

By E-mail: peb-bes@gnb.ca or

***Submit
here***



For additional information:

Visit the Pay Equity Bureau website at: www.gnb.ca/payequity

Or contact us at: Toll-Free Line: 1-877-253-0266

E-mail: peb-bes@gnb.ca