

Pay Equity Plan

[Template]





Pay Equity Plan

Table of Contents

Introduction.	1
Objective.	2
Pay Equity Committee or Person Responsible for implementing Pay Equity.	2
Pay Equity Process	2
Step 1 – Identify job classes.	3
Step 2 – Determine gender predominance.	4
Step 3 – Select a job evaluation system.	5
Step 4 – Develop a job questionnaire.	5
Step 5 – Develop job descriptions	5
Step 6 – Conduct job evaluations.	6
Step 7 and 8 – Assign weights to factors and sub-factors and determine point value.	7
Step 9 – Compare the job classes and determine pay inequities.	8
Pay Equity Adjustments	8



Introduction

Pay Equity is a fundamental right that is defined by the principle of “equal pay for work of equal value”. It specifically addresses the under-valuation of traditional female occupations by comparing the value of jobs that are performed predominantly by women to those predominantly performed by men within an organization. If jobs are found to be of **equal or comparable value**, female jobs and male jobs should be **paid the same**.

Pay equity is not about changing the kind of work women do. It is about taking a positive step in recognizing the value of work that is traditionally done by women and making sure that they are paid according to the same rules that apply to men’s jobs. Pay equity looks to compare job requirements not the person doing the work.

Pay equity is not only beneficial to the employees who work in female-dominated occupations; it also makes good business sense. Benefits to organizations can include:

- Removal of barriers for women to work; giving businesses access to a larger talent pool;
- Ability to attract skilled and talented people;
- Better morale, employee relations and increases motivation;
- Better employee retention and increased productivity and performance; and
- Promotes the organization as a good place to work; seen as a fair and caring employer.

Note: *A pay equity plan is used to share information with employees affected by a pay equity exercise. Its purpose is to describe how jobs were compared, which jobs were compared, what method was used and what the results were. A schedule of how and when pay equity adjustments are to be made should also be included. As this is a template, feel free to adapt it as deemed necessary.*



Objective

The objective of this program was to determine if female dominated job classes were undervalued in our organization. In determining and comparing the value of the work performed traditionally by women with the value of the work performed traditionally by men, we were able to identify if pay inequities existed and have taken the necessary steps to correct them.

Implementing pay equity in our workplace is a positive step in recognizing the value of work traditionally performed by women.

Pay Equity Committee or Person Responsible for implementing Pay Equity

[The composition of the committee represented all groups of employees, bargaining representative and employer. Half of the members representing employees were female.]

[The committee members were: names and titles of members]

OR

The person responsible for implementing pay equity was [name and title of the person responsible].

Pay Equity Process

The following steps* were undertaken during the process:

1. Identify job classes
2. Determine their gender predominance
3. Select a job evaluation system
4. Develop a job analysis questionnaire
5. Prepare the job descriptions
6. Apply the job evaluation system
7. Assign Weight to the factors and sub factors
8. Determine point value of job classes
9. Compare job classes and determine pay inequities

Step 1 – Identify job classes

As part of the process, the following job classes were identified:

<i>Job Classes</i>

**Each step of the process was agreed to before moving on to the next one.*



Step 2 – Determine gender predominance

The gender predominance of each of the job classes were identified as:

<i>Job Classes</i>	<i>Gender (F/M)*</i>

*To determine gender predominance, the following criteria was used:

- 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 female, then it is predominantly female. If 60% or more of the employees in the job class are male, then it is predominantly male.
- Historical incumbency: In the past, which gender has predominantly occupied the job class in your organization?
- 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 an administrative assistant is generally seen to be a female job class and the job of an electrician is generally seen to be a male job class.



Step 3 – Select a job evaluation system

A job evaluation system is a tool used to determine the relative value of jobs by means of a systematic and detailed analysis. **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 be gender neutral and value the level of skill, responsibility, effort required by the job and the working conditions under which the work is carried out. In order to conduct an exhaustive, balanced analysis, these four factors are broken down into 10 sub-factors, which will allow you to consider all of the important aspects of the work carried out.

Step 4 – Develop a job questionnaire

A job analysis questionnaire was developed to collect detailed information about the job classes. Employees completed the questionnaire, which was then approved by their immediate supervisor. While the supervisor was encouraged to add his/her comments, he/she was not allowed to make any changes or delete any portion of the employee completed questionnaire.

Step 5 – Develop job descriptions

Using the information collected by the job questionnaires, job descriptions were developed.

Step 6 – Conduct job evaluations

Having completed the above steps, job evaluations were then conducted. A job evaluation system is a tool used to determine the relative value of jobs within the organization. It is not based on the performance or gender of the person doing the job but rather on four key factors such as qualifications, the level of effort required, responsibilities and working conditions. For a more thorough analysis these are broken down into 10 relevant sub-factors.

[If your sub-factors are different than those indicated, please make appropriate changes.]

Factors	Sub-factors
Required Qualifications	<ul style="list-style-type: none">• Education• Experience• Dexterity & Coordination
Responsibilities	<ul style="list-style-type: none">• Accountability / Decision Making• Communication / Interpersonal Relations• Staff Supervision
Required Effort	<ul style="list-style-type: none">• Mental Effort• Concentration & Sensory Attention• Physical Effort
Working Conditions	<ul style="list-style-type: none">• Inconveniences and Inherent Risks



Step 7 and 8 – Assign weights to factors and sub-factors and determine point value

Taking into consideration the organization’s goals, objectives and mission, weights were assigned to the factors and sub-factors and their corresponding point value was determined.

<i>Factors and sub-factors</i>	<i>Percentage</i>	<i>Points</i>
Required Qualifications ___%		
Education	• ___%	
Experience	• ___%	
Dexterity and Coordination	• ___%	
Responsibilities ___%		
Accountability/Decision Making	• ___%	
Communication/Interpersonal Relations	• ___%	
Supervision	• ___%	
Required Effort ___%		
Mental Effort	• ___%	
Concentration and Sensory Attention	• ___%	
Physical Effort	• ___%	
Working Conditions ___%		
Inconveniences and Inherent Risks	• ___%	



Step 9 – Compare the job classes and determine pay inequities

After completing all of the above steps, we were able to compare the predominantly female job classes with those of predominantly male. The [name of method] was used.

[Add a brief description of the method]

Job Class*	Genre (F/M)	Job Value (Points)	Present Job Rate	Pay Equity Rate	Pay Equity Adjustment Required

*Only the female-dominated job classes with an inequitable remuneration will receive pay equity adjustments.

Pay Equity Adjustments

Pay equity adjustments are increments that are made over a period of time to the predominantly female job class until pay equity is achieved (that the rate of pay of female-dominated jobs equals the rate of pay of male-dominated jobs of equal or comparable value).

Payments of the adjustments will be made annually for the next [indicate # of years] and have been determined as follows:

Female Job Class	PE Adjustment for [year]	PE Adjustment for [year]	PE Adjustment for [year]	PE Adjustment for [year]	Pay Equity Rate