

# **A GUIDE TO THE PROXY COMPARISON METHOD**

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**THE  
PAY EQUITY  
COMMISSION**



The material in this guide is intended to help employers and, where appropriate, bargaining agents to achieve pay equity using the proxy comparison method. The guide will be distributed to employers and bargaining agents with a Review Services' order requiring them to do proxy comparisons.

The contents of this guide will not restrict either the Pay Equity Commission's review officers or the Pay Equity Hearings Tribunal in their decisions.

Reference should be made to the *Pay Equity Act, R.S.O. 1990, c. P.7* and to the *Pay Equity Amendment Act, 1993*.

# **A Guide to the Proxy Comparison Method**

Welcome to *A Guide to the Proxy Comparison Method*.

The proxy comparison method provides another way for those broader public sector organizations that had unmatched female job classes after applying the job-to-job or proportional value methods of comparison to achieve pay equity.

This guide is for information only. The *Pay Equity Act, R.S.O. 1990, c. P.7* and the *Pay Equity Amendment Act, 1993* take precedence over its contents.

# TABLE OF CONTENTS

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|                                                                                          |           |
|------------------------------------------------------------------------------------------|-----------|
| <b>An Overview Of The Proxy Comparison Method .....</b>                                  | <b>1</b>  |
| • Background .....                                                                       | 1         |
| • When Do You Use Proxy Comparison? .....                                                | 1         |
| • How Does The Proxy Comparison Method Work? .....                                       | 2         |
| • What Are The Proxy Comparison Deadlines? .....                                         | 2         |
| • What Do You Need To Know Before Doing Proxy Comparisons? .....                         | 2         |
| • What Are The Steps Required To Achieve Pay Equity Using Proxy Comparisons? .....       | 3         |
| • What If Your Workplace Is Unionized? .....                                             | 4         |
| • How Much Do You Spend On Pay Equity Adjustments Resulting From Proxy Comparison? ..... | 4         |
| • Should You Communicate With Your Employees? .....                                      | 4         |
| • Who Do You Call For More Information? .....                                            | 5         |
| <br><b>Using The Proxy Comparison Method to Achieve Pay Equity.....</b>                  | <b>6</b>  |
| <b>Step 1 - Identify Your Key Female Job Classes .....</b>                               | <b>7</b>  |
| • Selecting Your Key Female Job Classes .....                                            | 7         |
| • Preparing Information About Your Key Female Job Classes For The Proxy Employer.....    | 8         |
| <b>Step 2 - Select Your Proxy Organization.....</b>                                      | <b>9</b>  |
| • Where To Look For Your Proxy Organization.....                                         | 9         |
| • How To Request Information From A Proxy Employer .....                                 | 11        |
| • Information You Will Receive From The Proxy Organization .....                         | 12        |
| • Do You Have All The Information You Need? .....                                        | 12        |
| <b>Step 3 - Evaluate Female Job Classes From The Proxy Organization .....</b>            | <b>14</b> |
| • Determining Job Values.....                                                            | 14        |
| • Identifying Pay Equity Job Rates For The Proxy Female Job Classes .....                | 15        |
| <b>Step 4 - Develop A Job Rate Line For Proxy Job Classes.....</b>                       | <b>17</b> |
| • Plot Job Classes From The Proxy Organization On A Graph .....                          | 17        |
| • Review The Shape Of The Pattern In The Scattergram.....                                | 18        |
| • Develop A Straight Job Rate Line .....                                                 | 18        |
| • Draw A Job Rate Line Free-Hand .....                                                   | 19        |

|                                                                                   |           |
|-----------------------------------------------------------------------------------|-----------|
| • Regression Analysis .....                                                       | 21        |
| • Curved Job Rate Lines .....                                                     | 23        |
| <b>Step 5 - Determine Pay Equity Adjustments For Your Female Job Classes.....</b> | <b>24</b> |
| Adjusting Job Rates Using The Free-Hand Method .....                              | 24        |
| Adjusting Job Rates Using Regression Analysis .....                               | 25        |
| <b>Step 6 - Post Your Pay Equity Plan.....</b>                                    | <b>26</b> |
| Information You Must Include In The Plan .....                                    | 26        |
| Approval Of Plans .....                                                           | 27        |
| <b>Step 7 - Begin Your Pay Equity Adjustments .....</b>                           | <b>28</b> |
| Requirements In Making Adjustments .....                                          | 28        |
| Distributing The 1% Of Payroll .....                                              | 29        |
| <b>Appendices.....</b>                                                            | <b>31</b> |
| Appendix 1 – Schedule .....                                                       | 30        |
| Appendix 2. Job Information: Key Female Job Classes Form.....                     | 33        |
| Appendix 3. To Use When Requesting Information From The Proxy Employer.....       | 43        |
| Appendix 4. Sample Organization Chart .....                                       | 51        |
| Appendix 5. Analyzing Pay Patterns.....                                           | 52        |
| Appendix 6 Calculating The Regression Line Equation Manually.....                 | 55        |
| Appendix 7. Sample Proxy Plan .....                                               | 60        |
| Appendix 8 Calculating Benefits In The Seeking Organization .....                 | 63        |

# **An Overview of the Proxy Comparison Method**

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## **Background**

In January 1988, the Ontario government proclaimed the *Pay Equity Act* (the *Act*) to address the undervaluing and lower pay of work performed by women. The *Act* requires that jobs usually done by women be compared with different jobs usually done by men. If a female job class is found to be equal or comparable in value to a male job class, both job classes must be paid the same.

Under the job-to-job comparison method, some female job classes did not find male comparators within their organization. As a result, pay equity was not achieved for these female job classes.

The *Act* was amended, effective July 1, 1993, to enable these unmatched female job classes to achieve pay equity. The amendments introduced both the proportional value and proxy comparison methods. The proportional value method, like the job-to-job method, is used to make comparisons between female and male job classes within the same organization.

The proxy comparison method takes a different approach. It requires those organizations in the broader public sector, which have mostly female job classes, to find comparators from another broader public sector organization. This method is intended **only** for those organizations that have any unmatched female job classes after applying the job-to-job and proportional value comparison methods.

By using the proxy comparison method, many more female job classes in the broader public sector will achieve pay equity.

Private sector employers are not required to do proxy comparison.

## **When Do You Use Proxy Comparison?**

The proxy comparison method is only to be used by broader public sector employers who cannot achieve pay equity using either the job-to-job or proportional value methods of comparison.

If you have applied both methods in your establishment and were unable to achieve pay equity for all of your female job classes, you must notify the Pay Equity Commission. After verifying that you are a broader public sector employer and that you cannot achieve pay equity using either of the first two required methods, a review officer will issue an order requiring you to do proxy comparisons. Only employers who have received an order can proceed with proxy comparisons.

### **How Does the Proxy Comparison Method Work?**

Both the job-to-job and proportional value methods require comparisons of female job classes to male job classes to achieve pay equity. Some employers cannot achieve pay equity by using these methods because they have too few male job classes to complete comparisons.

The proxy comparison method provides a solution for you and other broader public sector employers with this same problem. It allows you to go outside your own organization to another broader public sector employer to complete pay equity comparisons. As an employer "seeking" pay equity you will borrow job and salary information about similar female job classes from another broader public sector employer called a proxy employer. You will compare your female job classes to the proxy female job classes using a proportional value method of comparison and determine pay equity adjustments that will enable you to achieve pay equity.

It is important to note that the proxy comparison method applies to all your female job classes. Even female job classes compared using the job-to-job or proportional value comparison methods are included when you apply the proxy comparison method in your establishment.

### **What Are the Proxy Comparison Deadlines?**

The law requires that you post your pay equity plan to reflect proxy comparisons by January 1, 1994. The first proxy pay equity adjustments must begin no later than July 1, 1994, and must be retroactive to January 1, 1994.

### **What Do You Need to Know Before Doing Proxy Comparisons?**

This guide assumes that you have completed the steps required to do job-to-job and proportional value comparisons.

You may wish to review the steps that must be completed before starting proxy comparisons. The following workbooks are available to you at no charge from the Pay Equity Commission.

### **Step by Step to Pay Equity A Guide for Small Business**

- *Volume 1: The Workbook* explains the job-to-job comparison process for small organizations.
- *Volume 2: The Job Evaluation System* provides an example of an evaluation system that can be adapted to your organization.
- *Volume 3: Using the Proportional Value Comparison Method* explains the proportional value method of achieving pay equity.

If you are an organization that has no male job classes, you may not have completed these steps since pay equity comparisons were not possible when you were restricted to looking within your own organization. Now that you are able to make pay equity comparisons, there are three steps you must complete before beginning the proxy comparison method. These steps are:

- Select a job comparison system that is gender neutral;
- Collect job information for job comparison purposes; and
- Evaluate all your female job classes.

*Volumes 1 and 2* deal with these steps in detail. You can order these and other publications by contacting the Pay Equity Commission at the address and phone number listed on page 5.

### **What Are the Steps Required to Achieve Pay Equity Using Proxy Comparisons?**

To achieve pay equity using the proxy comparison method, there are seven steps to follow:

1. Identify your key female job classes.
2. Select your proxy organization and request information.
3. Evaluate female job classes from the proxy organization.
4. Develop a job rate line for proxy female job classes.
5. Determine pay equity adjustments for your female job classes.
6. Post your pay equity plan.
7. Begin your pay equity adjustments.

## **What If Your Workplace Is Unionized?**

The *Act* requires that one pay equity plan be prepared for all non-union employees and that a separate pay equity plan be prepared for each bargaining unit. Where employees are represented by a bargaining agent, the employer and the bargaining agent must negotiate each of the above steps.

The pay equity plan - whether it results from using job-to-job, proportional value or proxy comparisons - prevails over any relevant collective agreement.

## **How Much Do You Spend on Pay Equity Adjustments Resulting from Proxy Comparison?**

A minimum of one percent (1%) of the previous year's payroll must be paid out in pay equity adjustments each year until pay equity has been achieved.

## **Should You Communicate With Your Employees?**

Communicating with your employees about proxy comparison is vital for your pay equity plan to succeed. If your workplace is unionized, you and the bargaining agent should communicate jointly with employees. Keeping the lines of communication open will:

- Help inform your employees about proxy comparison;
- Help you to create a plan that is useful to your workplace;
- Tell your employees that the process has been fair and open;
- Allow your employees to understand the plan you are developing;
- Help employees to understand and know their pay equity rights;
- Dispel any rumours or false information.

You should communicate regularly throughout the process and especially after you have completed the plan.

## Who Do You Call for More Information?

If you have any questions about the job-to-job or proportional value methods, or need help while working through the proxy comparison method, please contact the Pay Equity Commission. The Commission has staff and educational resources, such as pay equity seminars and pamphlets, that can help you get started on your plan. For a complete listing of resources, see Appendix 8 on page 64.

### Contact:

The Pay Equity Commission  
400 University Avenue, 11<sup>th</sup> Floor  
Toronto, Ontario, M7A 1T7

Telephone: (416) 314-1896  
Toll Free: 1-800-387-8813  
Facsimile: (416) 314-8741  
Web Site: [www.payequity.gov.on.ca](http://www.payequity.gov.on.ca)

## **Using the Proxy Comparison Method to Achieve Pay Equity**

Once you have received an order from a review officer requiring you to use the proxy comparison method in your organization, you can begin to work through the seven proxy comparison steps.

The Mariposa Women's Shelter is a hypothetical example used throughout this manual to show how employers and bargaining agents can work through each step in the process. The shelter is a unionized workplace with six female job classes.

All job classes in the shelter are female. The executive director and shelter coordinator are non-union job classes. Employees in the job classes of caseworker, assistant caseworker, secretary and housekeeper are represented by a bargaining agent; The Shelter Workers Union. The shelter must negotiate a proxy pay equity plan with the Shelter Workers Union and prepare a separate proxy plan for its non-union employees.

Job classes in the shelter were evaluated using the same point factor job evaluation system for both the union and non-union pay equity plans. Evaluations for the non-union plan were done by a committee of employees and representatives from the shelter's volunteer board of directors. A committee of union representatives, the executive director and volunteer board members evaluated the job classes within the union pay equity plan.

Table 1, below, is a profile of the shelter listing the job classes, the number of incumbents in each job class, the point values that each job class was assigned, and the job rate or highest rate of compensation for each job class.

**Table 1 – The Mariposa Women's Shelter**

|                              | <b>Job Class</b>                | <b>Number of Incumbents</b> | <b>Job Evaluation Points</b> | <b>Job Rate</b> |
|------------------------------|---------------------------------|-----------------------------|------------------------------|-----------------|
| Non-Union Female Job Classes | Executive Director              | 1                           | 800                          | \$23.00         |
|                              | Co-ordinator of Shelter Program | 1                           | 750                          | 21.00           |
| Unionized Female Job Classes | Caseworker                      | 3                           | 570                          | 19.00           |
|                              | Assistant Caseworker            | 2                           | 475                          | 16.00           |
|                              | Secretary                       | 1                           | 350                          | 14.00           |
|                              | Housekeeper                     | 1                           | 325                          | 12.50           |

# STEP 1

## **Identify Your Key Female Job Classes**

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All the female job classes in your organization must be included when applying the proxy comparison method, even those that may have achieved pay equity through either job-to-job or proportional value comparisons.

Initially however, you will select certain key female job classes in your organization and develop descriptions of them to provide to the proxy organization. The proxy employer will use this information to find similar female job classes in its organization.

### **Selecting Your Key Female Job Classes**

Key female job classes are:

- Those with the most employees; and/or
- Those that perform duties that are essential to delivering your organization's services

The Mariposa Women's Shelter has two key female job classes in the non-union group and two among the unionized group. The executive director and co-ordinator perform duties essential to the services provided by the shelter.

The shelter and the union negotiated and agreed that the caseworker and the assistant caseworker are both key female job classes within the bargaining unit. The caseworker has the highest number of incumbents of any job class in the shelter, and both job classes perform duties that are essential to the services the shelter provides - the counselling and assistance of abused women and children.

While the housekeeper and secretary both perform duties that are very important to the operation of the shelter, they are not directly involved in providing the shelter's essential services.

Look throughout your own organization to determine your key female job class or classes.

## **Preparing Information About Your Key Female Job Classes for the Proxy Employer**

Once you have identified your key female job classes, develop descriptions of the duties and responsibilities of each job class to give to the proxy employer. The proxy employer will use this information to find similar female job classes in its organization. Use the *Job Information: Key Female Job Classes Form*, (located in Appendix 2, on page 34), when providing job information to the proxy organization.

Here are some points to keep in mind when compiling the information you will provide to the proxy employer:

The information focuses on the duties and responsibilities of your key female job classes. It is different from the information collected for evaluation purposes, which had to look at the skill, effort, responsibility and working conditions of job classes. If you use information collected when you tried to do pay equity, you will need to adapt the information to reflect that difference.

If you use job information that was collected to do job-to-job or proportional value comparisons, make sure it is current. Information collected for job-to-job comparisons may now be three years old. You should review the information to ensure that all changes to job classes are reflected.

To guide you in supplying information to the proxy employer you will find in Appendix 2, on pages 32 - 37, two completed forms showing the duties and responsibilities of two key female job classes found in the Mariposa Women's Shelter.

## STEP 2

### Select Your Proxy Organization

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After you have identified your key female job classes and gathered information about their duties and responsibilities, the next step is to select an appropriate proxy organization and request the job information you will need to compare job classes.

#### Where to Look for Your Proxy Organization

You can find your proxy organization by looking at the Proxy Schedule found in Appendix 1 on page 31. There are nine categories of seeking organizations: Health Care Services; Services for Seniors; Services for People with Disabilities; Counselling, Referral and Accommodation Services; Services for Children and Families; Correctional Services; Cultural Organizations; and Miscellaneous. Find the category for your organization.

Choose the description from column one that matches the services your organization provides. The Mariposa Women's Shelter is under the category of Counselling, Referral and Accommodation Services as an interval or transition house, #25 in the Schedule.

Look at the type of proxy organization in Column 2 listed opposite that description to find the appropriate type of proxy employer. The Mariposa Women's Shelter would look to a hospital providing crisis intervention services.

After you determine the type of proxy employer, look for employers of this type in your geographic division. A geographic division is a county, regional municipality or territorial district.

If there is only one appropriate organization in your geographic division, you must use that organization as your proxy employer.

Consider the following to help you make your selection among potential proxy organization:

- Has the organization posted its job-to-job and proportional value plans? The proxy organization must be able to provide you with pay equity job rates, which would have been identified in their pay equity plans.
- Does one organization have female job classes that are most like your female job classes?
- Are there any informal links between your organization and one of these organizations? For example, do you pattern or negotiate your wages similarly to one of these organizations?
- Is one organization geographically closer to your organization?
- Do any of the potential proxy employers have bargaining units? This is important if your job classes must be compared to bargaining unit job classes.

If none of the potential proxy organizations is located within your geographic division, you must then select the one outside of your geographic division that is closest to the location of your organization.

In the case of the Mariposa Women's Shelter, there was no hospital providing crisis intervention services within the shelter's geographic division. A hospital with these services located in the next county was the next closest appropriate proxy organization. This became their proxy employer.

## How to Request Information from a Proxy Employer

It is your responsibility as the seeking employer to request information from the proxy employer. The proxy employer is required by law to provide you with the job and salary information that you need to do proxy comparisons, within sixty days of your request.

The request for information must be in writing and signed by officials for the employer and a bargaining agent, if the job classes seeking pay equity are in a bargaining unit. Appendix 3, page 45 shows a sample letter that you can modify to request information from the proxy employer. You must include the following with your letter:

- A certified copy of the board of directors' resolution approving the request if your organization is a corporation;
- A copy of the order issued by a review officer of the Pay Equity Commission requiring you to do proxy comparison;
- A completed *Job Information: Key Female Job Classes Form* detailing the duties and responsibilities of each key female job class (see Appendix 2, page 35, for blank forms);
- An organization chart showing reporting relationships of all job classes in your organization;
- A copy of the agreement between the employer and the bargaining agent if unionized female job classes are to be compared with non-union female job classes in the proxy organization;

To help the proxy employer fill your request for information quickly, we recommend you also include:

- The Pay Equity Commission's pamphlet *Your Rights and Obligations As a Proxy Employer*, included with this guide
- The blank *Job Information: Proxy Female Job Classes Form* (see Appendix 3, page 44)

## **Information You Will Receive from the Proxy Organization**

The proxy organization must provide you with job and salary information within sixty days of your request. It must send you:

- Descriptions of the duties and responsibilities of job classes that are similar to your key female job classes. You may receive more similar female job classes than the number of key female job classes you provide to the proxy employer.

If the proxy organization does not have any female job classes that are similar to your key female job classes, it must send you descriptions of the duties and responsibilities of other female job classes that represent the range of pay equity job rates in the proxy organization.

For example, if the range of pay equity job rates for the proxy employer's female job classes goes from \$12.00 per hour to \$24.00 per hour, then you should receive descriptions of female job classes scattered throughout the range, not those clustered in one part.

If your key female job classes are in a bargaining unit, this representative group of female job classes selected must also be from a bargaining unit, unless the bargaining agent in your organization has agreed otherwise.

- The pay equity job rate for each of the female job classes sent to you. The pay equity job rate is the rate that would be required for these female job classes to achieve pay equity as of January 1, 1994.
- The total cost of benefits provided to all employees of the potential proxy establishment as a percentage of the total amount of all wages and salaries paid to employees.

## **Do You Have all the Information You Need?**

Check the following when you receive the information from the proxy employer:

- Have you received information about enough similar female job classes to enable you to complete proportional value comparisons? It is best to have at least three or more job classes from the proxy employer to use the job rate line method described in the next step of this guide.
- If the proxy employer did not have enough similar female job classes for you to use to draw your job rate line, did they send you a group of female job classes that represent the range of pay equity job rates in the proxy employer's establishment?

- Have you received job information for each of the proxy female job classes? You should receive information for all similar female job classes from throughout the proxy employer's – establishment. You may receive one or several similar job classes for each key female job class you send the proxy employer. Do the descriptions of the duties and responsibilities seem complete? Are you able to understand the information? Do you need to call the proxy employer to clarify any of the descriptions? The descriptions of each proxy female job class should provide enough detail to enable you to evaluate the proxy female job classes.
- Has the proxy employer given you the pay equity job rate for each proxy female job class? The pay equity job rate is the rate the female job class will receive when it achieves pay equity. They should assume that they are paying this rate as of January 1, 1994.
- Has the employer provided you with the cost of benefits as a percentage of the total amount of all wages and salaries?

If you have questions about the information you received or if there is not enough detail, contact the proxy organization to clarify or request additional information.

If you have difficulty in getting the required information from a proxy employer, you can ask for help from Review Services at the Pay Equity Commission.

Once you are satisfied that the information from the proxy employer is complete, there are no further pay equity links between your organization and the proxy organization.

### **Confidentiality**

The *Act* is clear. It is an offence for employers, employees or bargaining agents requesting job information to use that information for any purpose other than for achieving pay equity.

# STEP 3

## **Evaluate Female Job Classes from the Proxy Organization**

In this step, you or where there's a union, you and the bargaining agent, will evaluate the female job classes from the proxy organization.

### **Determining Job Values**

You must now evaluate all job classes from the proxy organization on the four factors of skill, effort (both physical and mental), responsibility and working conditions - using your gender-neutral comparison system. If your employees are represented by a union these evaluations will be done jointly with the bargaining agent.

You will have to adapt the information that you received on the proxy female job classes to make it consistent with information on your own female job classes. The job information should be put into the same format that you used when collecting information on your own jobs. For example, if you used a job information questionnaire when evaluating your female job classes, complete the same questionnaire for the proxy job classes.

Assume that the proxy female job classes exist in your organization. Use the information about the duties and responsibilities to describe the factors of skill, effort, responsibility and working conditions in your questionnaire. When describing the factor of skill, ask yourself: "If this job class existed in my organization, what kinds of skills would be required to perform the duties and responsibilities of this job class? What kinds of physical and mental effort would be required to carry out these duties and responsibilities? What kinds of responsibility would this job class have?" The working conditions will be based on the conditions that exist in your organization.

After you have completed the questionnaire or adapted the information for your evaluation system, you are ready to evaluate the proxy female job classes.

## **Identifying Pay Equity Job Rates for the Proxy Female Job Classes**

Pay equity is achieved when the job rates for the female job classes in your organization reach the job rate line at the relevant value.

Job rate includes salary, wages, and other payments plus the cost of benefits.

The proxy organization has provided you with the following information:

- The job rate that each female job class would be paid as of January 1, 1994, if pay equity had been achieved on that date;
- The cost of benefits for the proxy employer's establishment expressed as a percentage of the total amount of all salaries and wages.

You may need to clarify whether the job rates provided by the proxy employer in fact include benefits and, if so, whether they are discretionary, e.g., dental plans, or a statutory benefit, e.g., Employment Insurance contributions. Since all employers are required to pay statutory benefits, these costs should not be included in the proxy employer's calculation of job rate or the percentage figure for the cost of benefits.

## **Where Benefits *Have* Been Included in Proxy Job Rates**

If the proxy employer has already included only discretionary benefits in their job rates, then no adjustment of these job rates is required. Use the job rates provided to create a job rate line as described in Step 4.

The Mariposa Women's Shelter received descriptions of seven similar female job classes from the proxy organization - a hospital with a crisis intervention service. After evaluating the proxy job classes with the Shelter's gender neutral job comparison system, the Shelter summarized the information it had on the proxy job classes in a form similar to how it had summarized its own job classes as illustrated in Table 1, page 6.

Table 2, on the next page, shows the same information for the female job classes sent from the proxy organization. In this example, job rates for the proxy female job classes have already been adjusted to include the amount for benefits.

**Table 2 – Summary on the Proxy Job Classes**

|                              | Job Class                           | Job Evaluation Points | Job Rate |
|------------------------------|-------------------------------------|-----------------------|----------|
| Non-Union Female Job Class   | Director, Social Services           | 850                   | \$28.00  |
|                              | Co-ordinator, Sexual Assault Centre | 830                   | 27.50    |
|                              | Social Worker (M.S.W)               | 675                   | 25.00    |
| Unionized Female Job Classes | Social Worker (B.S.W)               | 575                   | 21.50    |
|                              | Discharge Planner                   | 510                   | 20.00    |
|                              | Detox Counsellor                    | 425                   | 18.50    |
|                              | Registered Nursing Assistant        | 410                   | 17.00    |

**If Benefits Are *Not* Already Calculated into the Proxy Job Rates**

If the proxy job rates do *not* include the costing of benefits, the proxy employer has provided this information to you expressed as a percentage of its annual payroll cost. You use this information to calculate pay equity job rates for the proxy job classes.

For example, if the cost of benefits in the proxy organization is 10% of salary and wages you would adjust the salary and wage information provided from the proxy organization as follows:

**Table 3 – Adjusting the Proxy Salary and Wage Rates**

|                              | Job Class                           | S/W Rate (A) | 10% Benefit (B) | Pay Equity Job Rate (A+B) |
|------------------------------|-------------------------------------|--------------|-----------------|---------------------------|
| Non-Union Female Job Classes | Director, Social Services           | \$25.45      | \$2.55          | \$28.00                   |
|                              | Co-ordinator, Sexual Assault Centre | 25.00        | 2.50            | 27.50                     |
|                              | Social Worker (M.S.W.)              | 22.73        | 2.27            | 25.00                     |
| Unionized Female Job Classes | Social Worker (B.S.W.)              | 19.55        | 1.95            | 21.50                     |
|                              | Discharge Planner                   | 18.19        | 1.81            | 20.00                     |
|                              | Detox Counsellor                    | 16.82        | 1.68            | 18.50                     |
|                              | Registered Nursing Assistant        | 15.45        | 1.55            | 17.00                     |

The Mariposa Women's Shelter has already assessed the value of its benefit package for its job classes and has included them into the calculation of job rate and will compare these rates to the job rate line described in Step 4.

Appendix 9 provides additional information on calculating benefits in the seeking organization.

# STEP 4

## Develop a Job Rate Line for Proxy Job Classes

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After you have determined the job value and job rate for each female job class in both organizations, compare the job values and job rates for your female job classes with those in the proxy organization by using a proportional value comparison method.

The proportional value method requires that you look at the relationship between the value of the work performed (as measured by your gender neutral comparison system) and the compensation for the female job classes from the proxy organization. With this information or data, you can develop an overall picture or pattern of the way your organization would value and pay the proxy female job classes.

This guide uses the **job rate line** approach as the proportional value method. By plotting the job values and job rates of job classes from the proxy organization on a graph and developing a job rate line, you can determine the relationship between job value and job rate. There should be a separate job rate line for each bargaining unit and one for non-union job classes.

You then look at the job value and compensation of the female job classes in your organization. Since you have already established what a female job class of the same value would be paid in the proxy organization, the female job class in your organization would then be paid the same. If your female job class is paid less, its job rate must be increased until pay equity is achieved.

Pay equity is achieved when the relationship between the value of the work performed and the compensation received is the same for the job classes borrowed from the proxy organization and those in your organization.

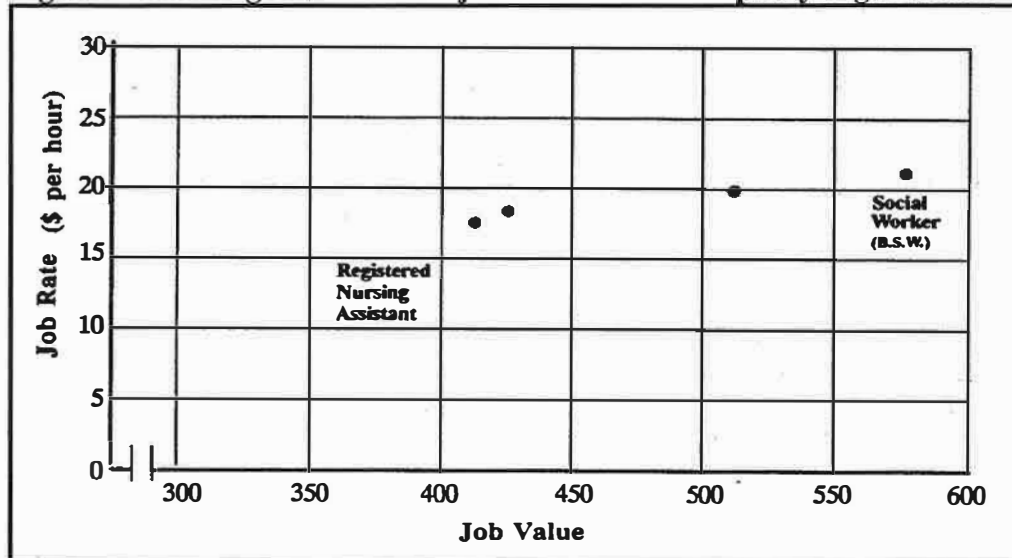
### Plot Job Classes from the Proxy Organization on a Graph

Plot the value and job rate of the female job classes from the proxy organization on a graph. This will give you a picture of the way these job classes are paid.

**Figure 1**, below, shows a scattergram of the job classes that the proxy organization provided for the bargaining unit. The job rates and job evaluation points are taken from Table 2.

Job rates are shown on the vertical axis; job class values are shown on the horizontal axis. For example, the job class of detox counselor is recorded at the point where its job class value (425 points) and job rate (\$18.50) intersect.

**Figure I - Scattergram of female job classes from the proxy organization**



### **Review the Shape of the Pattern in the Scattergram**

Pay patterns take on different shapes and are unique to each organization. Figure 1 shows a common pay pattern. Study the pay pattern formed by the points on your scattergram.

If your scattergram looks very different, refer to Appendix 5 for further advice.

### **Develop a Straight Job Rate Line**

A straight job rate line can be developed by:

- Drawing a job rate line free-hand, or
- Determining the job rate line using statistical analysis called regression

## Draw a job rate line free-hand

You can develop a job-rate line using the free-hand-method. This method works best when the points marking the job value and job rate of each job class more or less form a straight line.

The job rate line is a line drawn through the points on the scattergram. It should be drawn to fit the points as closely as possible. It is not necessary that any of the points actually be on the job rate line as long as the line you draw best represents the pattern of points.

You will find it easier and more accurate to draw a straight-line free-hand if you first calculate an **average point**. The average point is determined by taking the average of job values and the average of job rates for the female job classes from the proxy organization. The average job value and the average job rate which become the average point are then plotted on the graph.

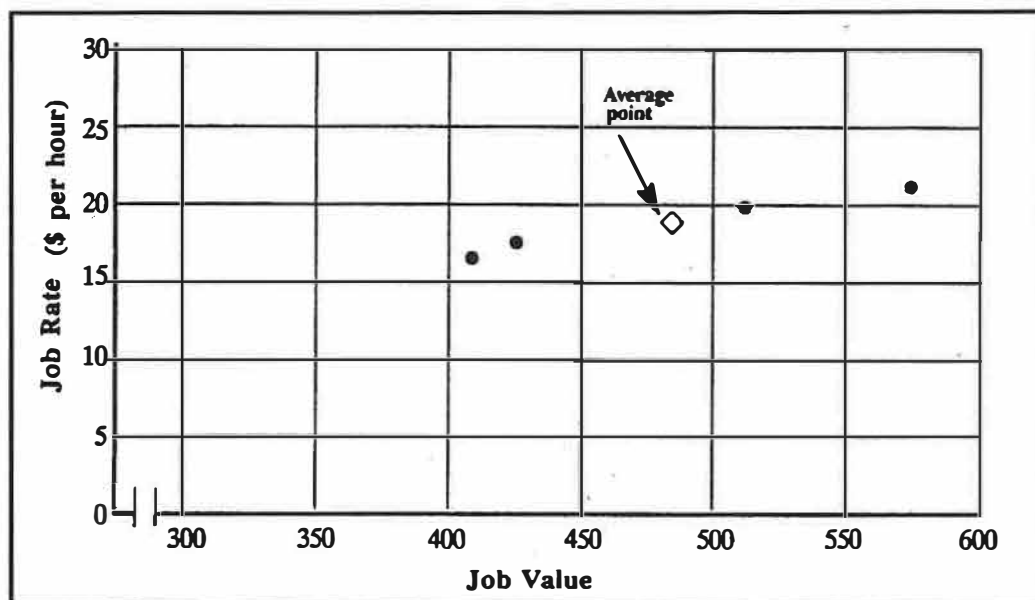
The average point can be thought of as the centre, or pivot point, of the line -even though this point may not be a data point representing an actual job class.

The average point for the bargaining unit job classes from the proxy organization has been calculated as follows:

| Job Value<br>(points) | Job Rate<br>(\$)              |
|-----------------------|-------------------------------|
| 575                   | 21.50                         |
| 510                   | 20.00                         |
| 425                   | 18.50                         |
| 410                   | 17.00                         |
| <u>1920</u>           | <u>\$77.00</u>                |
|                       |                               |
| Average Job Value     | $= \frac{1920}{4} = 480$      |
| Average Job Rate      | $= \frac{77.00}{4} = \$19.25$ |

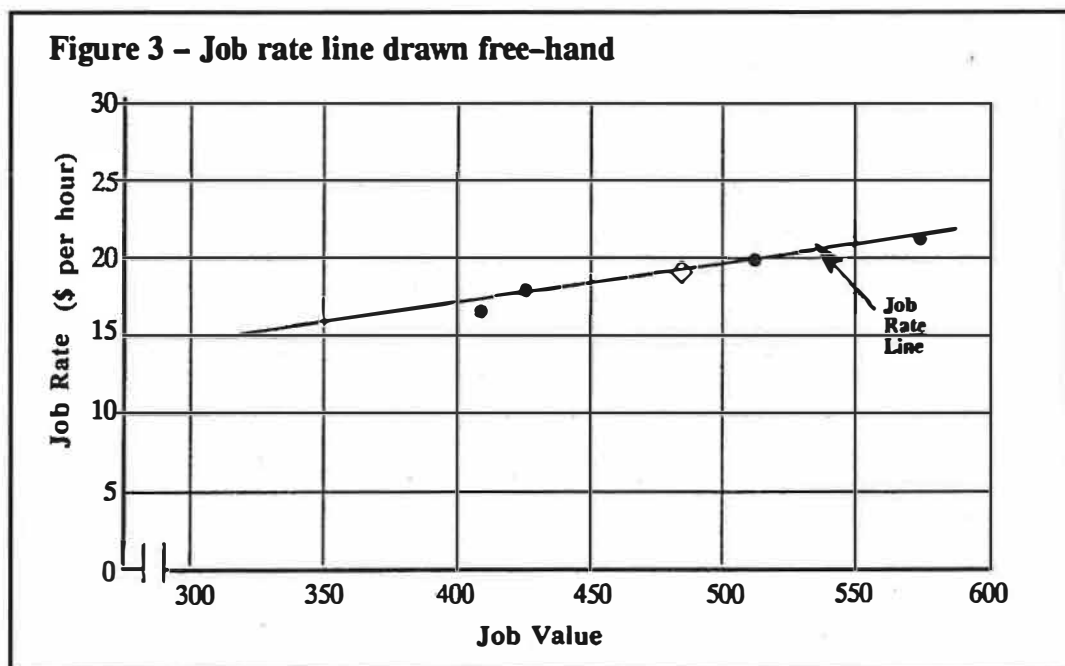
The average point was plotted on the graph as shown in Figure 2 below. Note that a different symbol was used to differentiate the average point from the job classes.

**Figure 2 - Female classes from the proxy organization showing the average point**



After you plot the average point on your graph, position a clear ruler on top of the scattergram so the straight edge passes through the average point. While keeping the ruler on the average point, pivot the ruler until it seems the straight edge fits the data or points most closely. Draw the line.

Figure 3, below, shows the job rate line for the female job classes from the proxy organization.



### **Test the fit of the line:**

You can compare the fit of one job rate line with that of another by examining the distances of the points from each line drawn. To do this, add the distances between the job rate line and each of the points above the line. Then add the distances between the job rate line and each of the points below the line.

The better line is the one that has the smaller sum of distances between the job rate line and the points above and below the line.

### **Regression analysis**

Another way to construct a job rate line is to use a statistical method called **regression analysis**. This is a more precise way of determining your job rate line.

When a line was drawn free-hand, the line was fit into place visually. This required that the line be adjusted until it fit the points in the scattergram well. Regression analysis is another way of determining which line best fits the points on the graph.

Regression analysis uses a set of mathematical procedures to determine a line that produces the smallest sum of distances of points to the line. Unlike drawing a line free-hand, this method does not require a trial-and-error process.

While regression analysis does not actually produce a line on a graph, it provides you with a formula that you can use to calculate the points through which a line could be drawn. The calculations can be done using a computer program or a calculator with the regression function.

The Mariposa Women's Shelter used a computer program to calculate the job rate line using regression analysis. This calculation can also be done manually as shown in Appendix 6 on page 56.

The organization set up a worksheet for each pay equity plan on the computer using the job values and job rates from the data that the proxy organization sent to them. The shelter specified the dependent and independent variables. In this example, the job value is the independent variable on the x-axis; job rate, the dependent variable on the y-axis.

Table 3 shows the data the Mariposa Women's Shelter input for the bargaining-unit-plan job classes from the proxy employer.

Table 3 – Job Classes from the Proxy Organization's Bargaining Unit

| JOB CLASS                    | JOB VALUE (X-AXIS) | JOB RATE (Y-AXIS) |
|------------------------------|--------------------|-------------------|
| Social Worker                | 575                | \$21.50           |
| Discharge Planner            | 510                | 20.00             |
| Detox Counsellor             | 425                | 18.50             |
| Registered Nursing Assistant | 410                | 17.00             |

Table 4 shows the output the regression program created for the Mariposa Women's Shelter.

| Table 4 – Output from the Regression program |        |
|----------------------------------------------|--------|
| Constant                                     | 7.5525 |
| Slope (x-coefficient)                        | 0.0244 |
| R-Squared                                    | 0.9423 |

#### First look at the value of R-squared.

The R-squared value measures how well the regression line will fit the set of points on your graph. The higher the value of R-squared, the better the line fits. If R-squared is 1.0, this means that all the points are actually on the line, a perfect fit.

If the R-squared value is low, this may indicate that a straight line is not an appropriate method to determine the relationship between job value and job rate for the job classes. It may also indicate that the points on your graph are widely scattered. You may have to re-examine the shape of the pattern on your scattergram to determine if a curved line or two separate lines is more appropriate.

In the Mariposa Women's Shelter, the R-squared value is 0.9423 or 94%. This means that the line produced is considered a reasonably good fit.

After you have determined the fit of the regression line, the next step is to calculate the points through which the regression line runs.

The following formula calculates, for each job class, the corresponding job rate on the line. This job rate may be higher or lower than the actual job rate for the job class.

$$\text{*pay equity job rate} = \text{constant} + (\text{slope} \times \text{job value})$$

You already know the value of each job class. The output from the regression program provides the constant and slope. The constant and slope values can be calculated manually as shown in Appendix 6 on page 56.

This is the formula that you will use to calculate job rates for the female job classes in the next step. For example, the formula for the Mariposa Women's Shelter is:

$$\text{*pay equity job rate} = 7.5525 + (0.0244 \times \text{job value})$$

The shelter used this formula to calculate pay equity job rates for its female job classes.

### **Curved Job Rate Lines**

If the pattern of points on your scattergram suggests a curved line, you can draw one either by free-hand or by applying a more complex regression analysis. Information on regression analysis can be found in reference books on statistical methods.

# STEP 5

## Determine Pay Equity Adjustments for Your Female Job Classes

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The fifth step is to determine the pay equity adjustments to the job rates of your female job classes. This can be achieved by the following methods.

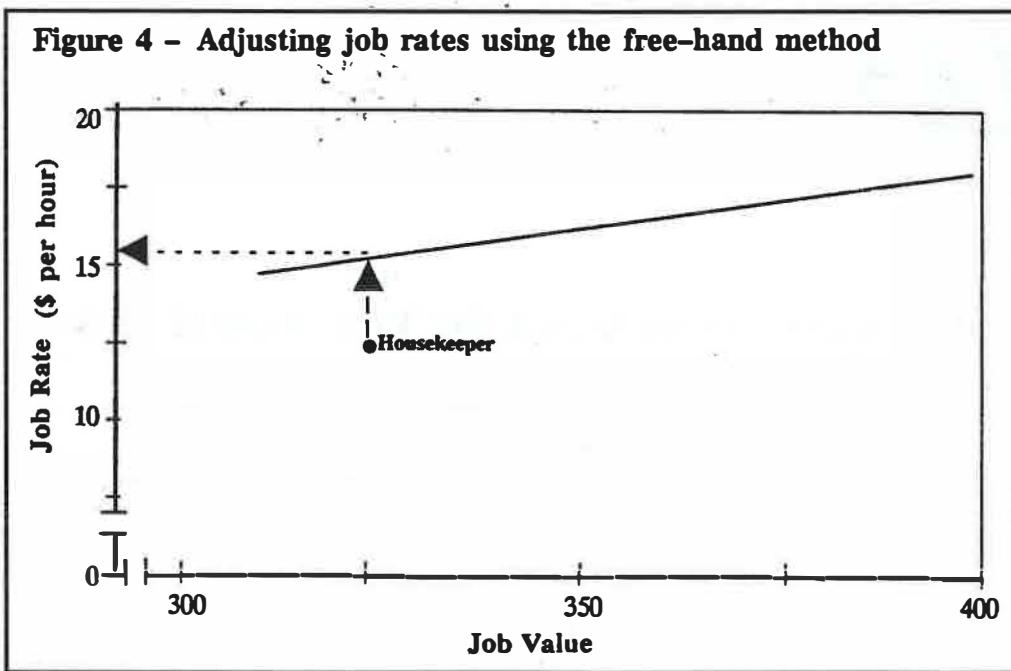
### Adjusting Job Rates Using the Free-Hand Method

After you have calculated the job rate line for the job classes from the proxy organization, the next step is to plot all your female job classes on the graph.

Those female job classes on or above the job rate line do not require adjustments to achieve pay equity. The compensation of female job classes above the line cannot be reduced. Female job classes that fall below the line will require adjustments to their job rates.

To determine the pay equity job rate, draw a vertical line straight from the point which represents the female job class to the proxy job rate line. From here, draw a horizontal line to the left to the job rate axis. The point at which the line intersects the job rate axis is the job rate required to achieve pay equity.

For example, Figure 4, on the next page, shows the job class of housekeeper. The housekeeper requires a pay equity adjustment. The current job rate for this job class is \$12.50 per hour. The dotted arrows indicate that the job rate required to achieve pay equity is \$15.48. The pay equity increase is \$2.98 per hour.



### Adjusting Job Rates Using Regression Analysis

In Step 4, regression analysis was used to determine the job rate line using a mathematical formula. In this step, the same formula is used to determine pay equity job rates for the female job classes seeking pay equity adjustments.

The equation is:

$$\text{*pay equity job rate} = \text{constant} + (\text{slope} \times \text{job value})$$

For example, the job class of caseworker in the Mariposa Women's Shelter has a job value of 570 points; the current job rate is \$19.00 per hour. The pay equity job rate is \$21.46. This has been calculated as follows:

$$\text{*pay equity job rate} = 7.5525 + (0.0244 \times 570) = \$21.46$$

The amount of the pay equity adjustment is the difference between the pay equity job rate and the current job rate. The pay equity adjustment for the job class of caseworker is \$2.46 per hour.

Table 5 shows pay equity job rates and adjustments for the Shelter Workers' Union.

| <b>Table 5 – Pay Equity Job Rates &amp; Adjustments for the Shelter Worker's Union</b> |           |                     |                  |                       |
|----------------------------------------------------------------------------------------|-----------|---------------------|------------------|-----------------------|
| Female Job Class                                                                       | Job Value | Pay Equity Job Rate | Current Job Rate | Pay Equity Adjustment |
| Caseworker                                                                             | 570       | 21.46               | 19.00            | \$2.46                |
| Assistant Caseworker                                                                   | 475       | 19.14               | 16.00            | 3.14                  |
| Secretary                                                                              | 350       | 16.09               | 14.00            | 2.09                  |
| Housekeeper                                                                            | 325       | 15.48               | 12.50            | 2.98                  |

Calculate the pay equity job rates and adjustments for all your female job classes.

# STEP 6

## Post Your Pay Equity Plan

---

You must prepare and post a pay equity plan by January 1, 1994 showing how you will achieve pay equity using the proxy comparison method. If the plan covers job classes in a bargaining unit, the plan must be signed by the employer and the bargaining agent.

### Information You Must Include in the Plan

You must include the following in each pay equity plan:

- The establishment to which the plan applies
- The key female job classes of the seeking employer;
- The name of the proxy employer and the proxy establishment;
- The female job classes from the proxy organization used for comparisons and their job rates;
- The female job classes in your organization that were not used as key job classes;
- The gender neutral comparison system used to compare job classes;
- The value of the work performed by each female job class within your organization and the proxy organization;
- The results of the comparisons;
- The amount of the pay equity gap for each job class;
- A description of the method used to calculate the pay equity adjustments;
- The positions that were excluded on the basis of casual employment and reasons for their exclusions;
- How the employee will receive pay equity increases;
- The date of the first adjustment;

Appendix 7, on page 61, shows a sample pay equity plan with proxy comparisons.

## **Approval of Plans**

Pay equity plans that resulted from proxy comparison are deemed approved in the same way as those pay equity plans that used job-to-job or proportional value comparison.

## **Non-union plans**

Employees have a 90-day period from the **date of posting** to review the pay equity plan. At the end of the 90-day period, the employer has seven days to post a notice indicating whether or not the plan has been revised as a result of comments received from employees during this review period. If the plan has been revised, you must post a copy of the new plan, which clearly shows the changes made.

Employees covered by the plan have 30 days to notify the Pay Equity Commission if they object to the plan. If no objection is filed, your plan is deemed approved, provided it meets the requirements of the *Act*. You can then begin making the pay equity adjustments noted in the plan.

## **Union plans**

If the plan covers a union workplace, the plan is deemed approved when the employer and the bargaining agent have agreed on and have signed the plan and posted it in the workplace. The plan must meet the requirements of the *Act*.

# STEP 7

## **Begin Your Pay Equity Adjustments**

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Once you have calculated the pay equity increases for your female job classes and prepared your pay equity plan, the next step is to start adjusting job rates.

The first pay equity adjustments are effective January 1, 1994 and must start within six months from this date. Payments starting after January 1, 1994 must be retroactive to this date.

### **Requirements in Making Adjustments**

Employers must spend, each year, at least one percent (1%) of their previous year's total payroll on pay equity adjustments or the amount required to achieve pay equity if it is less than the one percent. For example, the total 1993 payroll in the Mariposa Women's Shelter is \$310,632.00. It used 1% of its payroll or \$3,106.00 for pay equity adjustments in 1994.

As you phase in your pay equity adjustments, you must ensure that the pay gap is closed using only pay equity increases. Increases paid for reasons other than pay equity cannot be used to narrow the gap identified using the proxy comparison method.

### **Fixed dollar increases**

When the job rate of a job class is increased by a fixed dollar amount, the pay gap will narrow unless the pay equity job rate is also adjusted.

For example, the job class of housekeeper in the Mariposa Women's Shelter currently earns \$12.50 per hour. The pay equity job rate is \$15.48 per hour. The difference or pay gap is \$2.98 per hour.

If the housekeeper job class received a COLA increase of \$0.20 per hour, making her new rate of pay \$12.70 per hour, then the pay equity job rate must also increase by \$0.20, bringing the adjusted pay equity job rate to \$15.68 per hour. As a result of adjusting both the current rate of pay and the pay equity job rate, the pay equity adjustment required remains at \$2.98 per hour.

## **Percentage increases**

Applying the same percentage increase to the pay of a female job class and to its pay equity job rate will widen the pay gap. To prevent this, apply the percentage increase to the pay equity job rate and add this dollar amount to the current rate of pay. This will increase the rate of pay and pay equity job rate for the job class but not the pay gap.

For example, if the job class of housekeeper were to receive a 2% COLA increase, the percentage increase is applied to the pay equity job rate of \$15.48 per hour. The adjusted pay equity job rate is \$15.79; the amount of the increase is \$0.31 per hour. The \$0.31 is added to the housekeeper job class' current rate of pay bringing it to \$12.81 per hour. The pay gap of \$2.98 per hour remains the same.

## **Distributing the 1% of Payroll**

You must decide how to distribute the one percent (1%) of payroll. The *Act* sets out the following criteria for phasing in pay equity adjustments:

- The job class or classes with the lowest job rate in the plan must receive a greater adjustment than other job classes in the same plan until pay equity is achieved (or until this job class is paid as much as the next lowest female job class).
- Each female job class must receive an adjustment each year until pay equity is achieved.
- All positions in a job class will receive the same adjustment in dollar terms.
- Adjustments are effective each January 1.
- Rate of compensation for a job class cannot be reduced to achieve pay equity.

Pay equity is achieved when the relationship between job value and job rate for the female job classes in your organization is the same as for the female job classes borrowed from the proxy organization.

## Appendix 1 – SCHEDULE

### ONTARIO REGULATION 396/93 made under the PAY EQUITY ACT

Made: June 30, 1993

Filed: June 30, 1993

#### PROXY METHOD OF COMPARISON

1. (1) In this Regulation,

"child treatment service" means a child treatment service as defined in the *Child and Family Services Act*;

"children's treatment centre" means a hospital classified as a Group K hospital in the Schedule to Regulation 964 of the Revised Regulations of Ontario, 1990 made under the *Public Hospitals Act* that provides services to children;

"community health centre" means an employer,

(a) who provides primary health care services primarily to,

(i) a group or groups of individuals who, because of culture, sex, language, socio-economic factors or geographic isolation, would be unlikely to receive some or all of those services from other sources, or

(ii) a group or groups of individuals who, because of age, sex, socio-economic factors or environmental factors, are more likely to be in need of some or all of those services than other individuals, and

(b) who receives funding from the Ministry of Health in accordance with the number or type of services provided;

"comprehensive health organization" means an employer,

(a) that is a not-for-profit corporation,

(b) that provides or arranges for the provision of comprehensive health care services for individuals who are enrolled as members of the patient roster of the corporation, and

(c) that receives funding from the Ministry of Health in accordance with the number of individuals on the roster;

"hospital" means a hospital listed in the Schedule to Regulation 964 of the Revised Regulations of Ontario, 1990 made under the *Public Hospitals Act*, a private hospital operated under the authority of a licence issued under the *Private Hospitals Act* or a hospital approved by the Lieutenant Governor in Council as a community psychiatric hospital under the *Community Psychiatric Hospitals Act*;

"social services" means,

(a) the making of assessments or diagnoses of psycho-social, behavioural and related problems of individuals or families,

(b) the counselling of individuals, families or groups in relation to psycho-social, behavioural and related problems,

(c) the provision of information and education concerning psycho-social, behavioural and related problems and the making of referrals in relation to those problems,

(d) the provision of education or counselling, or

(e) the provision of crisis intervention services, mental health services, addiction treatment services, rehabilitation services, vocational services or related therapy services.

(2) Despite subsection (1), in Column 1 of the Schedule to this Regulation, "hospital" does not include a children's treatment centre. O. Reg. 396/93, s. 1.

2. (1) For the purposes of the proxy method of comparison, a seeking employer shall select as the proxy establishment a potential proxy establishment of an employer that is of the type described in Column 2 of the Schedule opposite the description in Column 1 that best describes the seeking employer.

(2) In determining which description in Column 1 of the Schedule best describes a seeking employer, reference shall be made to the principal activity of or service provided by the employer.

(3) If a seeking employer cannot reasonably be considered to fall within any description in Column 1 of the Schedule, the seeking employer shall select as the proxy establishment an establishment of an employer that is a hospital or a municipality.

(4) The seeking employer shall select the same proxy establishment for all female job classes that are covered by the same pay equity plan.

(5) The proxy establishment selected shall be,

(a) a proxy establishment whose job classes are located in the same geographic division as the seeking employer's job classes that they are to be compared with; or

(b) if no selection can be made under clause (a), the proxy establishment whose employer's principal administrative offices are located the shortest distance from the principal administrative offices of the seeking employer.

(6) For purposes of subsection (5), a job class shall be considered to be located in the geographic division in which the majority of the persons occupying positions in the job class are employed. O. Reg. 396/93, s. 2.

3. A seeking employer may not enter into an agreement with another seeking employer under clause 21.16 (1) (a) of the Act unless the description in Column 1 of the Schedule that best describes the one is also the description that best describes the other. O. Reg. 396/93, s. 3

#### Schedule

| ITEM | COLUMN 1                                                                                                         | COLUMN 2                       |
|------|------------------------------------------------------------------------------------------------------------------|--------------------------------|
|      | Seeking Employer                                                                                                 | Potential Proxy Employer       |
|      | <i>Health Care Services</i>                                                                                      |                                |
| 1.   | hospital                                                                                                         | hospital                       |
| 2.   | employer providing food services to a hospital                                                                   | hospital with food services    |
| 3.   | employer providing laundry services                                                                              | hospital with laundry          |
| 4.   | employer providing health and personal support services (including visiting homemakers and home care facilities) | hospital                       |
| 5.   | employer providing community alcohol and drug dependency program                                                 | hospital with psychiatric unit |
| 6.   | employer providing community mental health program                                                               | hospital with psychiatric unit |
| 7.   | employer providing placement co-ordination services                                                              | hospital                       |

| ITEM | COLUMN 1                                                                                                                                                                                                 | COLUMN 2                                                                                                        |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|      | Seeking Employer                                                                                                                                                                                         | Potential Proxy Employer                                                                                        |
| 8.   | employer providing mental health or psychiatric services                                                                                                                                                 | hospital with psychiatric unit                                                                                  |
| 9.   | employer providing vocational rehabilitation services                                                                                                                                                    | hospital providing rehabilitation services                                                                      |
| 10.  | rehabilitation centre                                                                                                                                                                                    | hospital providing rehabilitation services                                                                      |
| 11.  | any other employer providing rehabilitation services                                                                                                                                                     | hospital providing rehabilitation services                                                                      |
| 12.  | public health unit                                                                                                                                                                                       | public health unit operated by a regional municipality                                                          |
| 13.  | community health centre                                                                                                                                                                                  | public health unit operated by a regional municipality                                                          |
| 14.  | comprehensive health organization                                                                                                                                                                        | hospital                                                                                                        |
| 15.  | laboratory or specimen collection centre                                                                                                                                                                 | hospital with laboratory                                                                                        |
| 16.  | any other employer providing health care services                                                                                                                                                        | hospital                                                                                                        |
|      | <i>Services for Seniors</i>                                                                                                                                                                              |                                                                                                                 |
| 17.  | nursing home                                                                                                                                                                                             | home for the aged operated by one or more municipalities under the <i>Homes for the Aged and Rest Homes Act</i> |
| 18.  | home for the aged                                                                                                                                                                                        | home for the aged operated by one or more municipalities under the <i>Homes for the Aged and Rest Homes Act</i> |
| 19.  | any other employer providing services for seniors                                                                                                                                                        | home for the aged operated by one or more municipalities under the <i>Homes for the Aged and Rest Homes Act</i> |
|      | <i>Services for People with Disabilities</i>                                                                                                                                                             |                                                                                                                 |
| 20.  | employer providing services for persons with physical disabilities                                                                                                                                       | hospital                                                                                                        |
| 21.  | employer providing accommodation services for persons with developmental disabilities if the employer is regulated by the <i>Homes for Retarded Persons Act</i> or the <i>Developmental Services Act</i> | hospital                                                                                                        |
| 22.  | association for community living                                                                                                                                                                         | hospital                                                                                                        |
| 23.  | any other employer providing services for persons with developmental disabilities                                                                                                                        | hospital                                                                                                        |

| ITEM | COLUMN 1                                                                                                                                                                                                                                                   | COLUMN 2                                                           |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
|      | Seeking Employer                                                                                                                                                                                                                                           | Potential Proxy Employer                                           |
|      | <i>Counselling and Referral Services</i>                                                                                                                                                                                                                   |                                                                    |
| 24.  | sexual assault centre                                                                                                                                                                                                                                      | hospital providing crisis intervention services                    |
| 25.  | interval, transition or second stage house or family resource centre                                                                                                                                                                                       | hospital providing crisis intervention services                    |
| 26.  | any other employer providing counselling and referral services                                                                                                                                                                                             | hospital providing social or counselling services                  |
|      | <i>Accommodation Services</i>                                                                                                                                                                                                                              |                                                                    |
| 27.  | home for special care                                                                                                                                                                                                                                      | municipality directly providing accommodation services             |
| 28.  | domiciliary hostel                                                                                                                                                                                                                                         | municipality directly providing accommodation services             |
| 29.  | emergency hostel                                                                                                                                                                                                                                           | municipality directly providing accommodation services             |
| 30.  | halfway house                                                                                                                                                                                                                                              | municipality directly providing accommodation services             |
| 31.  | any other employer providing accommodation services                                                                                                                                                                                                        | municipality directly providing accommodation services             |
|      | <i>Services for Children and Families</i>                                                                                                                                                                                                                  |                                                                    |
| 32.  | children's treatment centre                                                                                                                                                                                                                                | hospital with paediatric unit                                      |
| 33.  | daycare centre or childcare resource centre                                                                                                                                                                                                                | municipality operating daycare facility                            |
| 34.  | private home daycare agency                                                                                                                                                                                                                                | municipality operating daycare facility                            |
| 35.  | early childhood education facility                                                                                                                                                                                                                         | municipality operating daycare facility                            |
| 36.  | child and family intervention services, child treatment service or child welfare service                                                                                                                                                                   | hospital providing health services for children                    |
| 37.  | any other employer providing children's, youth or family intervention services (including child and youth institutions and child and youth residential services if the institution or service is licensed under the <i>Child and Family Services Act</i> ) | hospital providing children's youth or family counselling services |

| ITEM | COLUMN 1                                                                           | COLUMN 2                                               |
|------|------------------------------------------------------------------------------------|--------------------------------------------------------|
|      | Seeking Employer                                                                   | Potential Proxy Employer                               |
|      | <i>Correctional Services</i>                                                       |                                                        |
| 38.  | employer providing non-residential correctional services                           | municipality directly providing counselling services   |
| 39.  | employer providing residential correctional services                               | municipality directly providing accommodation services |
| 40.  | any other employer providing correctional services                                 | municipality directly providing counselling services   |
|      | <i>Cultural Organizations</i>                                                      |                                                        |
| 41.  | community information centre                                                       | municipality                                           |
| 42.  | public library                                                                     | municipality                                           |
| 43.  | The Southern Ontario Library Services Board                                        | municipality                                           |
| 44.  | The Northern Ontario Library Services Board                                        | municipality                                           |
|      | <i>Miscellaneous</i>                                                               |                                                        |
| 45.  | community centre                                                                   | municipality                                           |
| 46.  | employer providing settlement and integration services for immigrants and refugees | municipality directly providing social services        |
| 47.  | employer providing recreational services                                           | municipality directly providing recreational services  |
| 48.  | community legal clinic                                                             | municipality with legal department                     |
| 49.  | supervised access centre                                                           | hospital providing social services                     |
| 50.  | district welfare administration board                                              | municipality                                           |
| 51.  | centre providing employment and vocational counselling services for adults         | municipality directly providing social services        |
| 52.  | youth employment counselling centre                                                | municipality directly providing social services        |
| 53.  | native friendship centre                                                           | municipality directly providing social services        |
| 54.  | municipality                                                                       | municipality                                           |
| 55.  | school board                                                                       | school board                                           |

## APPENDIX 2

### Job Information: Key Female Job Classes Form

Key Female Job Class:

Job Summary: State in one or two sentences the overall purpose of the key female job class.

#### Description of Duties and Responsibilities

In the boxes provided, list the major duties and responsibilities of the key female job class.

For each duty or responsibility:

- Name and describe the duty or responsibility in detail using examples.
- In the space provided estimate the time spent on this duty or responsibility, whether daily, weekly or monthly. When estimating, assume an 8-hour day and a 5-day week.

Duty or Responsibility:

Daily  
hrs./day

Weekly  
days/week

Monthly  
2 days/month

**Duty or Responsibility:**

**Daily**  
hrs./day

**Weekly**  
days/week

**Monthly**  
days/month

**Duty or Responsibility:**

**Daily**  
hrs./day

**Weekly**  
days/week

**Monthly**  
days/month

**Duty or Responsibility:**

**Daily**  
hrs./day

**Weekly**  
days/week

**Monthly**  
days/month

**Duty or Responsibility:**

**Daily**  
\_\_\_\_ hrs./day

**Weekly**  
\_\_\_\_ days/week

**Monthly**  
\_\_\_\_ days/month



## Job Information: Key Female Job Classes Form

(Completed for Caseworker)

### Key Female Job Class: Caseworker

#### Description of Duties and Responsibilities

In the boxes provided, list the major duties and responsibilities of the key female job class.

**Job Summary:** State in one or two sentences the overall purpose of female job class.

Provides counselling and crisis intervention to abused women and their families. Develop and deliver programs that help clients work towards a lifestyle change free from abuse. Promote public awareness of the issue and of programs available to assist women in crisis.

For each duty or responsibility:

- Name and describe the duty or responsibility in detail using examples.
- In the space provided estimate the time spent on this duty or responsibility, whether daily, weekly or monthly. When estimating, assume an 8-hour day and a 5-day week.

#### Duty or Responsibility: Counselling

Provides emotional support and practical counselling to help women work toward a life free from abuse. Counsels women individually and in a group setting within shelter and in meetings with women outside shelter. Counsels women dealing with highly emotional situations to set goals; explore work and training opportunities; handle housing needs and legal requirements. Counsels women on the shelter's crisis line, often in critical situations that involve high-level crisis intervention and decision-making.

**Daily**  
3 1/2 hrs./day

**Weekly**  
days/week

**Monthly**  
days/month

**Duty or Responsibility: Needs assessment**

Conducts interviews with clients to assess needs. Help clients to examine current crisis situations, set goals and to discuss long-term alternatives. Inform clients of available services; provides suggestions about options and referrals.

**Daily**  
2 hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility: Advocacy**

Advocate on client's behalf with community agencies, social services, police, courts, and doctors. Accompany clients to doctors, lawyers, etc.

**Daily**  
1 hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility: Public education**

Promotes public awareness by speaking to the media and at public events about the issue of abused women and the shelter's services to women's groups.

**Daily**  
\_\_\_\_\_ hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

List any other occasional duties and responsibilities. Indicate approximately how often these duties or responsibilities are performed by incumbents, using a W for weekly, M for monthly and Y for yearly.

- Instruct residents on safety procedures. (W)
- Assign household duties and tasks. (W)
- Write reports on each client regarding admission, stay, and discharge. (W)
- Compile statistical reports. (M)
- Maintain client files, containing confidential material. (W)
- Provide support to volunteers. (W)

# Job Information: Key Female Job Classes Form

(completed for Co-ordinator, Shelter and Volunteer Services)

Key Female Job Class: Co-ordinator, Shelter and Volunteer Services

**Job Summary:** State in one or two sentences the overall purpose of the female job class.

The co-ordinator ensures the day-to-day provision of crisis and support counselling for women and their children in a safe, secure, confidential and empowering environment. The co-ordinator supervises the casework team and plans, implements and maintains the volunteer program.

## Description of Duties and Responsibilities

In the boxes provided, list the major duties and responsibilities of the key female job class.

For each duty or responsibility:

- Name and describe the duty or responsibility in detail using examples.
- In the provided estimate the time spent on this duty or responsibility, whether daily, weekly or monthly. When estimating, assume an 8-hour day and a 5-day a week.

**Duty or Responsibility:** Volunteer program

Assesses needs and sets program goals and objectives in consultation with clients, staff and executive director. Recruit, interview, screen, train, motivate, orient and assign volunteers to appropriate jobs. Supports volunteers through frequent phone calls and weekly meetings where developments and problems are discussed. Evaluates volunteers and volunteer program.

**Daily**  
2 hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility: Supervision of staff**

Provide clinical supervision and evaluation of shelter counsellors; makes recommendations for probationary status and for disciplinary action for counsellors. Participate in hiring, orientation and training of new staff. Arranges a buddy system for new staff. Plans and participates in delivery of ongoing staff development, and facilitates staff professional development. Promotes teamwork in the staff group.

**Daily**  
2 hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility: Public education**

Liaises with other social service, women's agencies and community groups. Co-ordinates and provide public speaking engagements and education on family violence and wife assault, and on the role, services and needs of the shelter.

**Daily**  
\_\_\_\_\_ hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility: Program delivery**

Assist executive director in program planning and delivery within shelter philosophy, policy and guidelines, and in assessing past and present activities. Administer shelter records, ensuring confidentiality. Oversees staff schedule, including on-call duties. Maintains health, fire, medical and emergency procedures to ensure the day-to-day safety of residents and staff.

**Daily**  
1 hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month

List any other occasional duties and responsibilities. Indicate approximately how often these duties or responsibilities are performed by incumbents, using a **W** for weekly, **M** for monthly and **Y** for yearly.

- Performs duties of caseworker as required. (W)
- Manages program-related activities in the absence of executive director. (W)
- Implements budget controls by overseeing budget lines for food and supplies; balances petty cash. (M)
- Prepares the shelter's weekly billings. (W)
- Prepares monthly and annual reports as required, for the annual general meeting, board of directors meetings. Publishes newsletters and performs related administrative duties. (M)
- Is on call alternately with executive director for consultation in emergencies.

## APPENDIX 3

### Materials to Use When Requesting Information from the Proxy Employer

---

#### *Sample Letter from Seeking Organization to Proxy Organization*

---

Date:

Address:

Dear:

Recent amendments to the *Pay Equity Act*, 1993 have designated municipalities, hospitals and school boards as proxy organizations for the purpose of making pay equity comparisons.

Our organization has selected **(name of hospital, municipality or school board)** as our potential proxy employer. **(Add if your organization is a corporation:** This letter is accompanied by a certified copy of the resolution of our board of directors, that the board has made this request for information.)

The role of proxy organizations is to assist organizations such as ours that cannot achieve pay equity because we have too few male job classes to make comparisons. The proxy method allows us to use information about similar female job classes in your organization to help us achieve pay equity. Attached is the Pay Equity Commission's Review Officer's order requiring us to initiate proxy comparisons.

We are seeking information about female job classes in your organization which are similar to the following key female job classes in ours: **(list female job classes)**. **(Add if job classes are in the bargaining unit:** These job classes are in the bargaining unit.)

#### **Attached is:**

- A description of the duties and responsibilities of the key female job classes.
- An organization chart showing the reporting relationships of all job classes in our organization.
- Blank forms that you may use when providing the job information we require to achieve pay equity.

Please supply within 60 days the following information required under the *Act*:

- Information on the duties and responsibilities of each of your job classes (**add if needed:** in the bargaining unit) that are similar to the ones listed above. These similar female job classes may come from anywhere throughout your establishment and for each key female job class you may have more than one similar female job class.
- The job rates that would be required for those female job classes to achieve pay equity as of January 1, 1994; and
- The total cost of benefits for all employees in your establishment expressed as a percentage of the total amount of all wages and salaries paid to those employees.

In the event you are unfamiliar with the proxy comparison method, we also enclose a copy of the Pay Equity Commission's pamphlet entitled *Your Rights and Obligations As a Proxy Employer*.

In the meantime, should you have any questions about our requirements, please don't hesitate to contact **(give name)** at **(telephone number)**.

Sincerely,

---

Employer

---

Bargaining Agent  
(if needed)

Encl.

## Job Information: Proxy Female Job Classes Form

Read the pamphlet *Your Rights and Obligations as a Proxy Employer* before completing this form.

Female Job Class: \_\_\_\_\_

Pay Equity Job Rate: \_\_\_\_\_

(assume you have established pay equity January 1, 1994)

**Job Summary:** State in one or two sentences the overall purpose of the key female job class.

### Description of Duties and Responsibilities

In the boxes provided, list the major duties and responsibilities of the key female job class.

For each duty or responsibility:

- Name and describe the duty or responsibility in detail using examples.
- In the space provided estimate the time spent on this duty or responsibility, whether daily, weekly or monthly. When estimating, assume an 8-hour day and a 5-day week.

**Duty or Responsibility:**

**Daily**

\_\_\_\_ hrs./day

**Weekly**

\_\_\_\_ days/week

**Monthly**

\_\_\_\_ days/month

This image shows a blank, aged, cream-colored page, likely an endpaper or flyleaf of a book. The paper has a slightly textured appearance with some minor creases, discoloration, and small dark spots, characteristic of old paper. The left edge of the page shows the binding of the book.

**Monthly**  
\_\_\_\_\_ days/month

Figure 1. The effect of the concentration of the solution on the adsorption of the dye. The concentration of the solution was 0.05, 0.1, 0.2, 0.3, 0.4, 0.5, 0.6, 0.7, 0.8, 0.9, 1.0, 1.5, 2.0, 3.0, 4.0, 5.0, 6.0, 7.0, 8.0, 9.0, 10.0, 15.0, 20.0, 30.0, 40.0, 50.0, 60.0, 70.0, 80.0, 90.0, 100.0, 150.0, 200.0, 300.0, 400.0, 500.0, 600.0, 700.0, 800.0, 900.0, 1000.0, 1500.0, 2000.0, 3000.0, 4000.0, 5000.0, 6000.0, 7000.0, 8000.0, 9000.0, 10000.0, 15000.0, 20000.0, 30000.0, 40000.0, 50000.0, 60000.0, 70000.0, 80000.0, 90000.0, 100000.0, 150000.0, 200000.0, 300000.0, 400000.0, 500000.0, 600000.0, 700000.0, 800000.0, 900000.0, 1000000.0, 1500000.0, 2000000.0, 3000000.0, 4000000.0, 5000000.0, 6000000.0, 7000000.0, 8000000.0, 9000000.0, 10000000.0, 15000000.0, 20000000.0, 30000000.0, 40000000.0, 50000000.0, 60000000.0, 70000000.0, 80000000.0, 90000000.0, 100000000.0, 150000000.0, 200000000.0, 300000000.0, 400000000.0, 500000000.0, 600000000.0, 700000000.0, 800000000.0, 900000000.0, 1000000000.0, 1500000000.0, 2000000000.0, 3000000000.0, 4000000000.0, 5000000000.0, 6000000000.0, 7000000000.0, 8000000000.0, 9000000000.0, 10000000000.0, 15000000000.0, 20000000000.0, 30000000000.0, 40000000000.0, 50000000000.0, 60000000000.0, 70000000000.0, 80000000000.0, 90000000000.0, 100000000000.0, 150000000000.0, 200000000000.0, 300000000000.0, 400000000000.0, 500000000000.0, 600000000000.0, 700000000000.0, 800000000000.0, 900000000000.0, 1000000000000.0, 1500000000000.0, 2000000000000.0, 3000000000000.0, 4000000000000.0, 5000000000000.0, 6000000000000.0, 7000000000000.0, 8000000000000.0, 9000000000000.0, 10000000000000.0, 15000000000000.0, 20000000000000.0, 30000000000000.0, 40000000000000.0, 50000000000000.0, 60000000000000.0, 70000000000000.0, 80000000000000.0, 90000000000000.0, 100000000000000.0, 150000000000000.0, 200000000000000.0, 300000000000000.0, 400000000000000.0, 500000000000000.0, 600000000000000.0, 700000000000000.0, 800000000000000.0, 900000000000000.0, 1000000000000000.0, 1500000000000000.0, 2000000000000000.0, 3000000000000000.0, 4000000000000000.0, 5000000000000000.0, 6000000000000000.0, 7000000000000000.0, 8000000000000000.0, 9000000000000000.0, 10000000000000000.0, 15000000000000000.0, 20000000000000000.0, 30000000000000000.0, 40000000000000000.0, 50000000000000000.0, 60000000000000000.0, 70000000000000000.0, 80000000000000000.0, 90000000000000000.0, 100000000000000000.0, 150000000000000000.0, 200000000000000000.0, 300000000000000000.0, 400000000000000000.0, 500000000000000000.0, 600000000000000000.0, 700000000000000000.0, 800000000000000000.0, 900000000000000000.0, 1000000000000000000.0, 1500000000000000000.0, 2000000000000000000.0, 3000000000000000000.0, 4000000000000000000.0, 5000000000000000000.0, 6000000000000000000.0, 7000000000000000000.0, 8000000000000000000.0, 9000000000000000000.0, 10000000000000000000.0, 15000000000000000000.0, 20000000000000000000.0, 30000000000000000000.0, 40000000000000000000.0, 50000000000000000000.0, 60000000000000000000.0, 70000000000000000000.0, 80000000000000000000.0, 90000000000000000000.0, 100000000000000000000.0, 150000000000000000000.0, 200000000000000000000.0, 300000000000000000000.0, 400000000000000000000.0, 500000000000000000000.0, 600000000000000000000.0, 700000000000000000000.0, 800000000000000000000.0, 900000000000000000000.0, 1000000000000000000000.0, 1500000000000000000000.0, 2000000000000000000000.0, 3000000000000000000000.0, 4000000000000000000000.0, 5000000000000000000000.0, 6000000000000000000000.0, 7000000000000000000000.0, 8000000000000000000000.0, 9000000000000000000000.0, 10000000000000000000000.0, 15000000000000000000000.0, 20000000000000000000000.0, 30000000000000000000000.0, 40000000000000000000000.0, 50000000000000000000000.0, 60000000000000000000000.0, 70000000000000000000000.0, 80000000000000000000000.0, 90000000000000000000000.0, 100000000000000000000000.0, 150000000000000000000000.0, 200000000000000000000000.0, 300000000000000000000000.0, 400000000000000000000000.0, 500000000000000000000000.0, 600000000000000000000000.0, 700000000000000000000000.0, 800000000000000000000000.0, 900000000000000000000000.0, 1000000000000000000000000.0, 1500000000000000000000000.0

**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility:**

**Daily**  
\_\_\_\_\_ hrs./day

**Weekly**  
\_\_\_\_\_ days/week

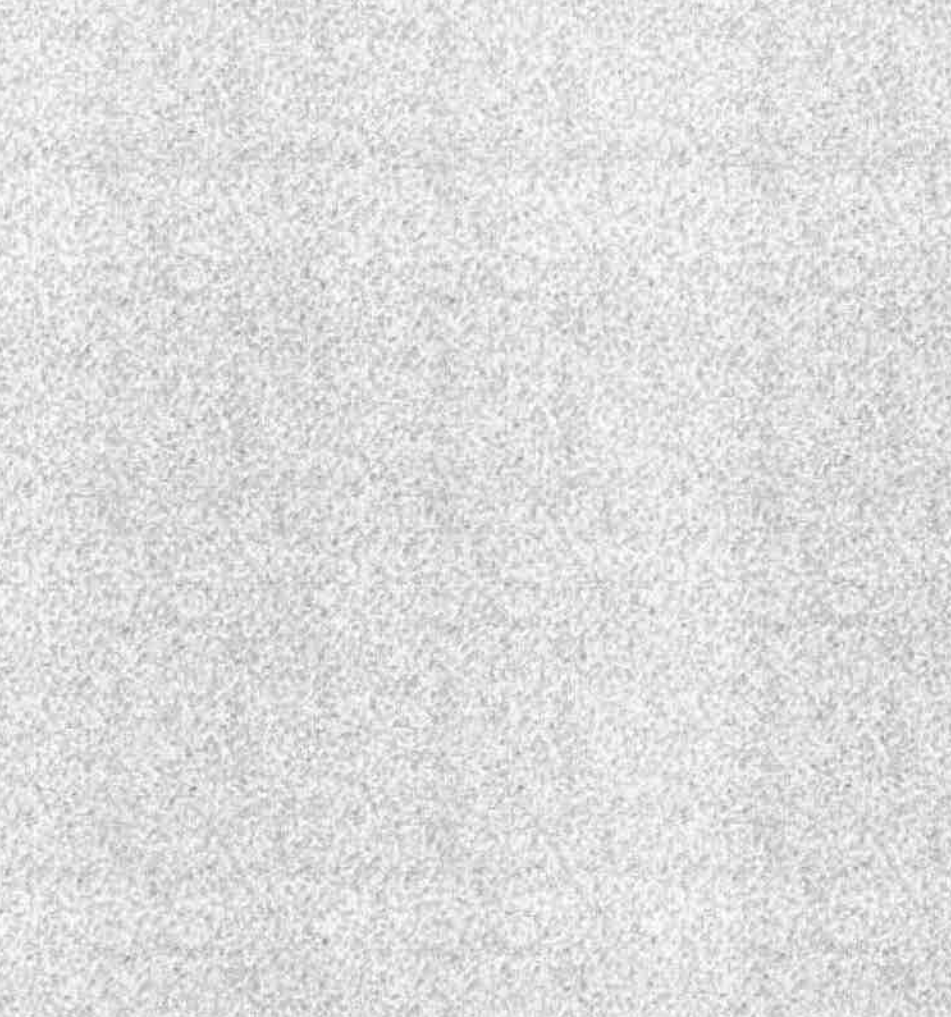
**Monthly**  
\_\_\_\_\_ days/month

**Duty or Responsibility:**

**Daily**  
\_\_\_\_\_ hrs./day

**Weekly**  
\_\_\_\_\_ days/week

**Monthly**  
\_\_\_\_\_ days/month



List any other information that would be useful for evaluation purposes: skill, effort, responsibility or working conditions.

**Skill:**

**Effort:**

**Working Conditions:**

**Responsibility:**

Please list the key female job classes from the seeking organization in column A below. In column B, list the similar female job classes opposite the appropriate key female job classes. Attach completed *Job Information: Proxy Female Job Classes Forms* or any current descriptions of duties and responsibilities for each similar female job class listed in column B. If you were unable to provide similar female job classes, list in column B all female job classes from the representative group you selected from your organization.

[illegible][illegible]

\_\_\_\_\_ % cost of benefits

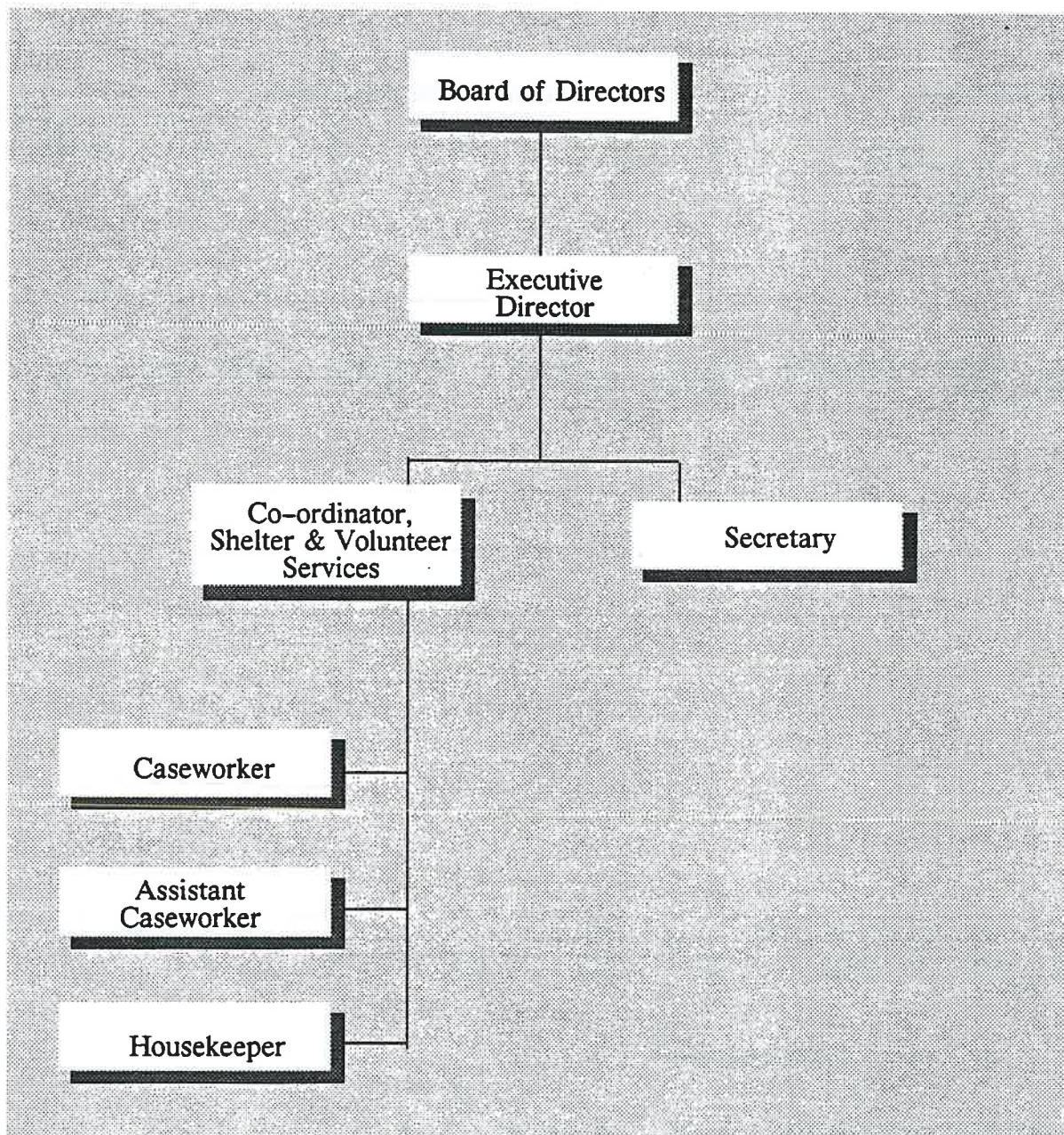
{C0176392.1} 50

## APPENDIX 4

### Sample Organization Chart

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#### Organization Chart for Mariposa Women's Shelter



# APPENDIX 5

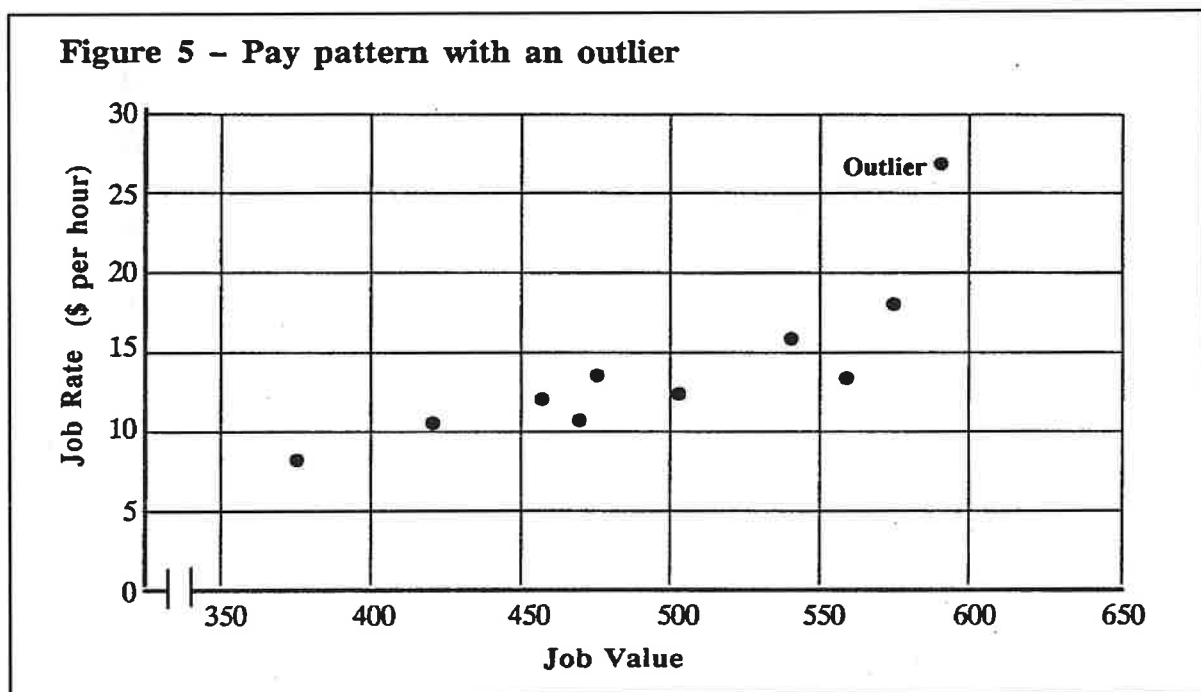
## Analyzing Pay Patterns

Pay patterns take on different shapes and are unique to each organization. Following are some samples of pay patterns and advice on how to handle different pay patterns when you draw the job rate line.

### Outliers or Anomalies

When job classes are paid much higher or lower for their value in comparison to other job classes, they may be **outliers** or **anomalies**. Identify any job classes that are obviously positioned well outside the pattern. You may decide to remove these job classes when you draw a job rate line because they may distort the pay pattern making it more difficult to draw a job rate line. Before removing any outlier or anomaly, make sure that the job class was correctly evaluated and accurately recorded on the graph.

Figure 5, below, shows a pay pattern that includes an outlier.

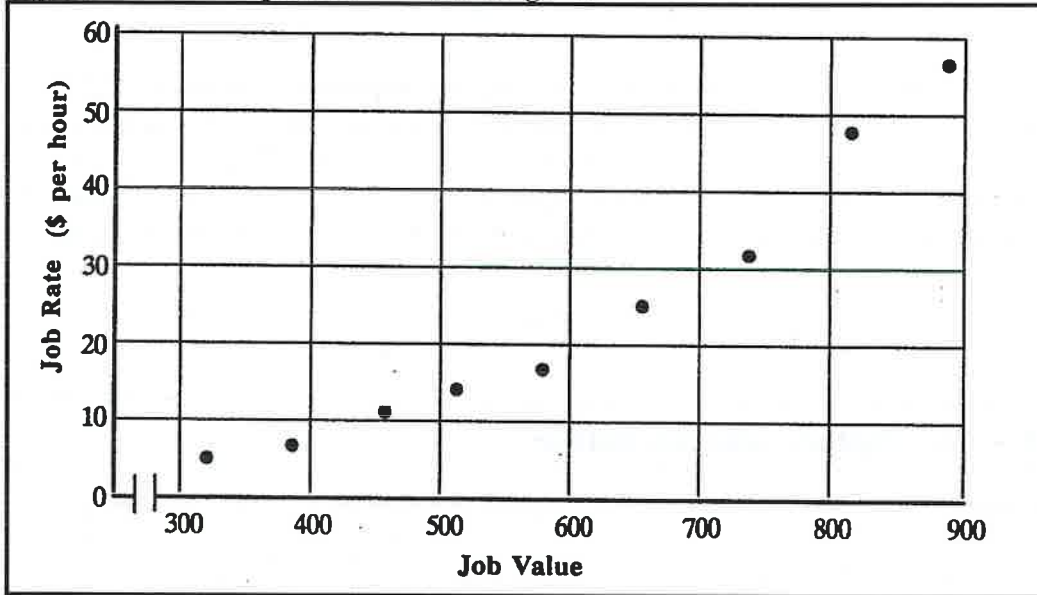


## Curved Patterns

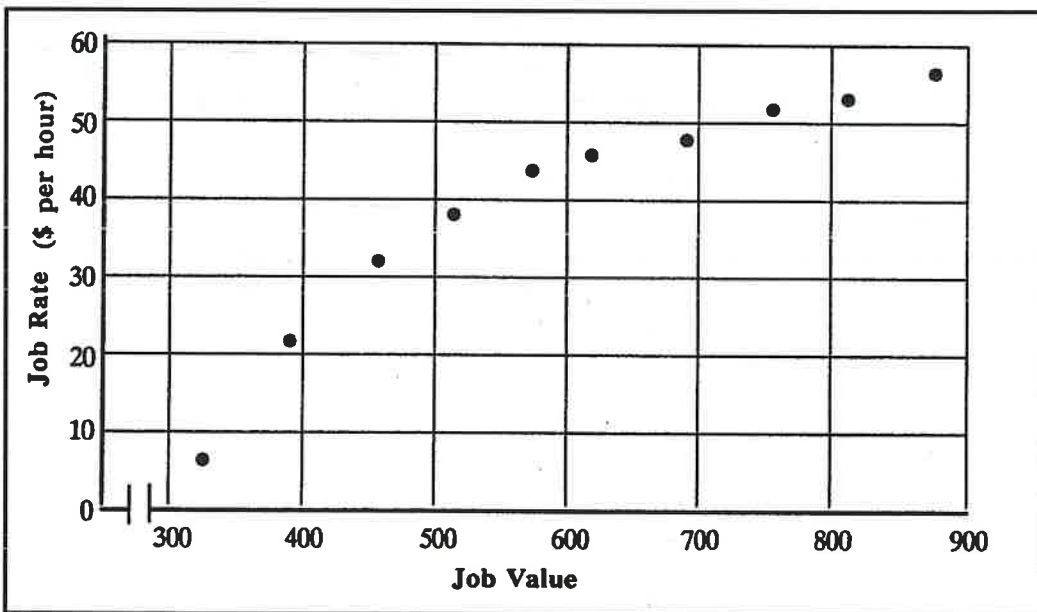
In some cases, the points on your scattergram may suggest a curved pattern as shown in Figures 6 and 7 below.

You can draw a curved line or two straight lines for this type of pattern depending on which one best reflects the job classes.

**Figure 6 – Curved patterns on a scattergram**



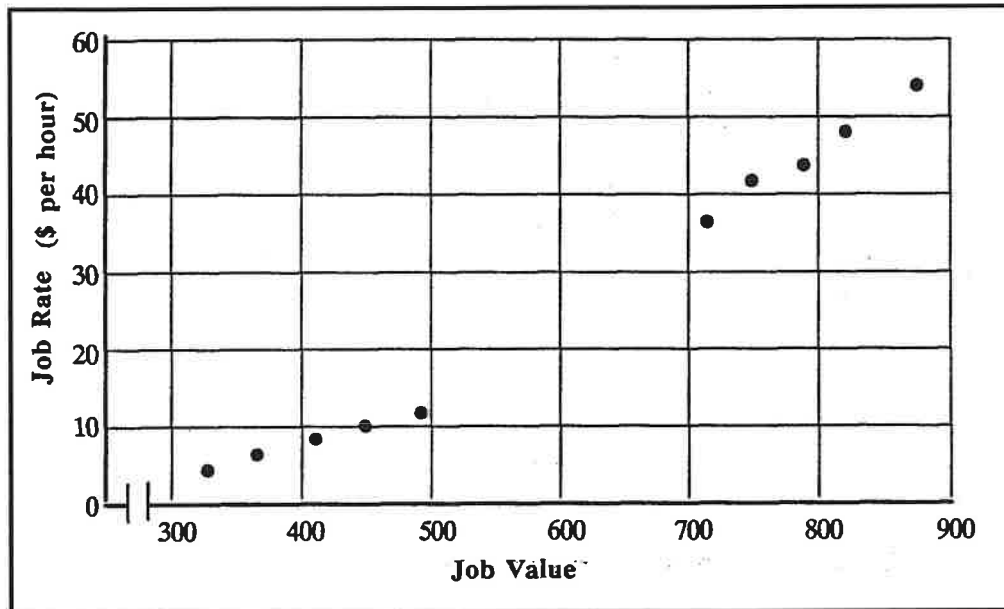
**Figure 7 - Curved patterns on a scattergram**



## Separated Patterns

**Figure 8**, below, shows an organization with one pay pattern that might be represented by two straight lines. Job classes are found in lower and higher value ranges but not in the mid-range of values.

**Figure 8 - Separated pattern on a scattergram**



In this case, there may be two-job rate lines - one for higher valued job classes and another for lower valued ones. Using only one job rate line would not represent the two-tier compensation system in this organization.

## APPENDIX 6

### Calculating the Regression Line Equation Manually

As discussed in Step 4, a job rate line can be calculated manually using regression analysis. The equation for the line is:

$$\text{*pay equity job rate} = \text{constant} + (\text{slope} \times \text{job value})$$

When you calculate the job rate line equation manually the results may differ slightly from those generated by a computer program due to rounding.

#### Calculating the Slope

The slope indicates how much the dependent variable - job rate - will change for one point change in job value - the independent variable.

The formula for the slope is:

$$\text{slope} = \frac{\text{sum of } (X - \text{mean of } X) \times (Y - \text{Mean of } Y)}{\text{sum of squares of } (X - \text{mean of } X)}$$

#### Calculating the Constant

The constant is the hypothetical job rate at zero job value.

Once the slope is calculated, the constant is determined by using the following formula:

$$\text{constant} = (\text{mean of } Y) - [\text{slope} \times (\text{mean of } X)]$$

To calculate the slope and the constant, set up a worksheet as the Mariposa Women's Shelter did in Table 6 on the next page.

**Table 6 – Mariposa Women’s Shelter Worksheet for Regression Analysis**

|                                           | A                    | B                   | C                                           | D                                          | E                       | F                       | G                                   |
|-------------------------------------------|----------------------|---------------------|---------------------------------------------|--------------------------------------------|-------------------------|-------------------------|-------------------------------------|
| <b>Proxy Job Class</b>                    | <b>Job Value (X)</b> | <b>Job Rate (Y)</b> | <b>Deviation from Avg. Job Value (X-XM)</b> | <b>Deviation from Avg. Job Rate (Y-YM)</b> | <b>Square of (X-XM)</b> | <b>Square of (Y-YM)</b> | <b>Product of (X-XM) and (Y-YM)</b> |
| <b>SOCIAL WORKER (B.S.W.)</b>             | 575                  | \$21.50             | 95                                          | 2.25                                       | 9,025                   | 5.06                    | 213.75                              |
| Discharge Planner                         | 510                  | 20.00               | 30                                          | 0.75                                       | 900                     | 0.56                    | 22.50                               |
| Detox Counsellor                          | 425                  | 18.50               | -55                                         | -0.75                                      | 3,025                   | 0.56                    | 41.25                               |
| Registered Nursing Assistant              | 410                  | 17.00               | -70                                         | -2.25                                      | 4,900                   | 5.06                    | 157.50                              |
| <b>Sum</b>                                | <b>1920</b>          | <b>\$77.00</b>      | <b>0</b>                                    | <b>0</b>                                   | <b>17,850</b>           | <b>11.24</b>            | <b>435.00</b>                       |
| <b>Mean</b>                               | <b>480</b>           | <b>\$19.25</b>      |                                             |                                            |                         |                         |                                     |
| XM = Mean Job Value<br>YM = Mean Job Rate |                      |                     |                                             |                                            |                         |                         |                                     |
| <b>Numbers have been rounded</b>          |                      |                     |                                             |                                            |                         |                         |                                     |

**Columns A and B** show the job values and job rates for the female job classes from the proxy organization. Each column was added and the average value or mean calculated.

You will use the job values from Column A to calculate **Column C**. Subtract the average or mean job value that you calculated in Column A from the job value of each job class.

For example, the position of social worker has a job value of 575. The mean job value is 480. The difference is 95. This number is recorded beside the position of social worker in Column C. When you add up Column C, the sum will equal zero (0), if your calculations are correct. (Some rounding errors may exist.)

You will use the job rates in Column B to calculate **Column D**. Subtract the average or mean job rate that you calculated in Column B from the job rate of each job class.

For example, the job rate of social worker is \$21.50. The average or mean job rate is \$19.25. The difference is \$2.25. This is recorded beside the position of social worker in Column D. When you add up Column D, the sum should equal zero (0), if your calculations are correct. (Some rounding errors may exist.)

**Column E** is the result of squaring each entry in Column C.

For example,  $95 \times 95 = 9025$

**Column F** is the result of squaring each entry in Column D.

For example,  $2.25 \times 2.25 = 5.06$

**Column G** multiplies each entry in Column C by its corresponding entry in Column D. For example,  $95 \times 2.25 = 213.75$

Add up each column.

Now use the data from Table 6 to calculate the slope and constant.

## Slope

In this example, the formula for the slope is:

$$\begin{aligned} \text{slope} &= \frac{\text{sum of column G}}{\text{sum of column E}} \\ &= \frac{435}{17,850} \\ &= 0.02437 \end{aligned}$$

## Constant

In this example, the formula for the constant is:

$$\begin{aligned} \text{constant} &= (\text{Mean of Y}) - [\text{slope} \times (\text{Mean of X})] \\ &= 19.25 - (0.02437 \times 480) \\ &= 7.552 \end{aligned}$$

Now use the values of the slope and constant to determine the pay equity job rate:

$$\begin{aligned} \text{pay equity job rate} &= \text{constant} + (\text{slope} \times \text{job value}) \\ &= 7.552 + (0.0244 \times \text{job value}) \end{aligned}$$

*\*number has been rounded*

For example: In the Mariposa Women's Shelter, the job class of caseworker has a job value of 570 points. Using the above formula, the pay equity job rate for this job class is \$21.46, calculated as follows:

$$\begin{aligned} \text{*pay equity job rate} &= 7.552 + (0.0244 \times 570) \\ &= 21.4604 \\ &= \$21.46 \end{aligned}$$

## R-squared

Once you have determined the formula to calculate pay equity job rates, you need to calculate how well the job rate line fits the given set of data. R-squared is one measure used to assess this. A higher value of R-squared indicates a better fit.

To calculate R-squared, create a table as follows:

| Table 7 – Worksheet to Calculate R-Squared |               |              |                              |                         |                       |
|--------------------------------------------|---------------|--------------|------------------------------|-------------------------|-----------------------|
|                                            | A             | B            | C                            | D                       | E                     |
| Proxy Job Class                            | Job Value (X) | Job Rate (Y) | Predicted Job Rate (Pred. Y) | Error in Prediction (E) | Square of Error (SQE) |
| Social Worker (B.S.W.)                     | 575           | \$21.50      | 21.58                        | 0.08                    | .0064                 |
| Discharge Planner                          | 510           | 20.00        | 20.00                        | -                       | -                     |
| Detox Counsellor                           | 425           | 18.50        | 17.92                        | 0.58                    | .3364                 |
| Registered Nursing Assistant               | 410           | 17.00        | 17.56                        | 0.56                    | .3136                 |
| Sum                                        |               |              |                              |                         | .6564                 |

**Columns A and B** are the job values and job rates for each job class.

**Column C** is the predicted or pay equity job rate for each job class. It is calculated by using the regression formula.

**Column D** is the difference between the actual job rate in Column B and the pay equity job rate in Column C.

**Column E** equals the square of each entry in Column D.

In this example, the R-squared formula is:

|                  |                       |
|------------------|-----------------------|
| R-squared        | = 1 – sum of column E |
| sum of column F* |                       |
|                  | = 1 – <u>0.645</u>    |
| 11.24            |                       |
|                  | = 0.942               |

This ratio indicates that .94 or 94% can be considered a good fit.

*\*from Table 6*

# APPENDIX 7

## Sample Proxy Plan

### Mariposa Women's Shelter

Highway 200, Beauvillage, Ontario

#### A. Employer

Mariposa Women's Shelter, Highway 200, Beauvillage, Ontario

#### Bargaining Agent

Shelter Workers' Union

#### Establishment

This plan refers to the women's shelter at the above location.

#### B. Proxy establishment

Central Hospital was the nearest appropriate proxy employer to the Mariposa Women's Shelter. The job classes covered by this plan were compared to proxy job classes from the Hospital Workers' Union.

#### C. Proxy comparisons

Under the proxy comparison method, key female job classes in our establishment were used to find similar female job classes in the proxy employer's establishment. Then a comparison was made between our female job classes and the proxy employer's similar female job classes.

#### Job classes covered by this plan

This plan covers all of the job classes within the Shelter Workers' Union.

The job classes are:

- Caseworker
- Assistant Caseworker
- Secretary
- Housekeeper

Key female job classes:

- Caseworker
- Assistant Caseworker

| Similar female job classes<br>from the proxy establishment: | Pay Equity Job Rates* |
|-------------------------------------------------------------|-----------------------|
| Social Worker                                               | \$21.50               |
| Discharge Planner                                           | \$20.00               |
| Detox Counsellor                                            | \$18.50               |
| Registered Nursing Assistant                                | \$17.00               |

*\*These job rates include the cost of benefits.*

**D. Method of comparison**

The method of comparison used was point factor job evaluation. This method results in a point value being assigned to each proxy job class and each of the job classes in our organization.

Factors were identified in the areas of skill, effort, responsibility and working conditions as required by the pay equity legislation. (See the detailed description of the gender-neutral comparison system used to value jobs attached to this plan.)

**E. Method of determining adjustments**

The job rates and job values of the proxy female job classes were plotted on a graph. A job rate line was drawn to represent the relationship between the value of job classes and their job rates.

The value of each female job class from the union group was then plotted on the graph. Any female job classes that are paid below the job rate line require a pay equity adjustment to the job rate line. Any female job class that is paid above the job rate line does not need a pay equity adjustment because pay equity already exists.

**F. Values of job classes**

| Proxy Female Job Classes:    | Job Value Points |
|------------------------------|------------------|
| Social Worker                | 575              |
| Discharge Planner            | 510              |
| Detox Counsellor             | 425              |
| Registered Nursing Assistant | 410              |
| Shelter Workers' Union:      |                  |
| Caseworker                   | 570              |
| Assistant Caseworker         | 475              |
| Secretary                    | 350              |
| Housekeeper                  | 325              |

**G. Pay equity adjustments required**

|                      |            |
|----------------------|------------|
| Caseworker           | \$2.46/hr. |
| Assistant Caseworker | 3.14/hr.   |
| Secretary            | 2.09/hr.   |
| Housekeeper          | 2.98/hr.   |

**H. Permissible differences**

No positions under this plan were excluded under section 8(3) of the *Pay Equity Act*.

**1. Pay equity adjustments**

Salaries within Mariposa Shelter will be adjusted at the equivalent of 1% of our total payroll per year until all adjustments are complete.

Our approximate total payroll is \$310,632.00. One percent of this amount is \$3,106.00. A portion of this, \$1,964.00, will be paid out to the job classes under this union pay equity plan. The remaining \$1,142 will be paid out to the job classes in the non-union plan.

**J. Pay equity adjustments will begin on July 1, 1994 and are retroactive to January 1, 1994.**

| <b>Job Class</b>     | <b>Adjustment<br/>for 1994</b> |
|----------------------|--------------------------------|
| Caseworker           | \$0.13/hr.                     |
| Assistant Caseworker | \$0.14/hr.                     |
| Secretary            | \$0.14/hr.                     |
| Housekeeper          | \$0.16/hr.                     |

**K. For further information please contact:**

Maya Rudnicki, Executive Director  
Elizabeth Sharp, President, Shelter Workers' Union

**Approval**

\_\_\_\_\_  
**Maya Rudnicki** (for the employer)  
Executive Director  
for the Board of Directors

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Elizabeth Sharp** (for the bargaining Agent)  
President  
Shelter Worker's Union

\_\_\_\_\_  
**Date**

## APPENDIX 8

### **Calculating Benefits in the Seeking Organization**

---

#### **What is a Benefit?**

The *Pay Equity Act* does not specifically define benefits, however the term is included in the definition of compensation. That definition describes a benefit as something "paid or provided to or for the benefit of a person who performs functions that entitle the person to be paid a fixed or ascertainable amount." If a benefit's value can be determined, it must be considered for pay equity purposes.

#### **Do Not Include Statutory Benefits**

Do not include the cost of statutory benefits, which are benefits the Federal and Provincial governments require you to pay. Statutory benefits include the Canada Pension Plan, Employment Insurance, the Employer Health Tax, Workers' Compensation, statutory holidays, parental leave, etc.

#### **Calculating Benefits Where All Job Classes Receive the Same Benefits**

If all job classes have the same benefits, calculate the total annual cost of benefits to your agency. For group insurance and pension benefits, calculate the cost of premiums that you as the employer pay. Exclude any contributions that the employees make toward the costs of these benefits.

In the Mariposa Women's Shelter the actual annual cost of benefits was \$18,800 in 1993, or 6% of their total payroll.

Next, calculate the hours of work for all employees for the year. For example, the Shelter has nine employees. All job classes receive the same benefits. Union employees work a 37-hour week and management employees work 40 hours per week. The Shelter calculated the total number of hours worked per year at 17,628.

**Table 1 – The Mariposa Women’s Shelter Annual Hours Worked**

|                              | Job Class                       | Number of Incumbents | Hours Per Week | Annual Hours Worked |
|------------------------------|---------------------------------|----------------------|----------------|---------------------|
| Non-Union Female Job Classes | Executive Director              | 1                    | 40             | 2,080               |
|                              | Co-ordinator of Shelter Program | 1                    | 40             | 2,080               |
| Unionized Female Job Classes | Caseworker                      | 1                    | 37             | 5,772               |
|                              | Assistant                       | 3                    | 37             | 3,848               |
|                              | Secretary                       | 2                    | 37             | 1,924               |
|                              | Housekeeper                     | 1                    | 37             | 1,924               |
| <b>Total</b>                 |                                 |                      |                | <b>17,628</b>       |

The value of a benefit package expressed as an hourly rate is calculated by the following equation:

$$\text{Total annual cost of benefits} = \text{cost of benefits per hour} \times \text{Total hours worked}$$

For the Mariposa Women's Shelter the cost of benefits per hour is:

$$\frac{\$18,800}{17,628} = \$1.07 \text{ per hour}$$

The Shelter calculates its job rates by adding the value of salaries & wages/hr. and benefits/hr. as follows:

**Table 2 – Calculating Job Rates for the Mariposa Women’s Shelter**

|                              | Job Class                       | Salaries & Wages | Benefits | Job Rate |
|------------------------------|---------------------------------|------------------|----------|----------|
| Non-Union Female Job Classes | Executive Director              | \$21.93          | 1.07     | \$23.00  |
|                              | Co-ordinator of Shelter Program | 19.93            | 1.07     | 21.00    |
| Unionized Female Job Classes | Caseworker                      | 17.93            | 1.07     | 19.00    |
|                              | Assistant                       | 14.93            | 1.07     | 16.00    |
|                              | Secretary                       | 12.93            | 1.07     | 14.00    |
|                              | Housekeeper                     | 11.43            | 1.07     | 12.50    |

## Not All Job Classes Have the Same Benefits

Sometimes different job classes have different benefit packages. The value of benefits may differ between unionized and non-union job classes, or in the case of job classes for part-time employees, there may be no benefits provided.

In each case the value of the benefits received must be calculated and added to the salary and wage rate on an individual job class basis according to the benefits provided to the job class. In the case of a part-time job class which does not receive benefits, no changes are required to the wage rate.

For example, in Table 2 if you assume the Executive Director was the only job class to receive a percentage of salary in RRSP's and the cost of this was valued at \$.05/hr, the job rate would change to \$23.05. Also, if one of the assistant caseworkers was a part-time position, it would be put in a separate job class and the table would change as follows:

| <b>Table 2 – Calculating Job Rates for the Mariposa Women's Shelter</b> |                                 |                  |             |              |
|-------------------------------------------------------------------------|---------------------------------|------------------|-------------|--------------|
|                                                                         | Job Class                       | Salaries & Wages | Benefits    | Job Rate     |
| Non-Union Female Job Classes                                            | Executive Director              | \$21.93          | 1.12        | \$23.00      |
|                                                                         | Co-ordinator of Shelter Program | 19.93            | 1.07        | 21.00        |
| Unionized Female Job Classes                                            | Caseworker                      | 17.93            | 1.07        | 19.00        |
|                                                                         | Assistant                       | <b>14.93</b>     | <b>0.00</b> | <b>14.93</b> |
|                                                                         | Secretary                       | 12.93            | 1.07        | 14.00        |
|                                                                         | Housekeeper                     | 11.43            | 1.07        | 12.50        |

# THE PAY EQUITY COMMISSION



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