



# The Township of Douro-Dummer

## Pay Equity Plan

Township of Douro-Dummer  
894 South Street  
Warsaw, Ontario  
K0L 3A0

## INTRODUCTION

Pay Equity requires employers to ensure that compensation systems for men and women are the same for jobs that are different, but of comparable value. Pay Equity is not equal pay for equal work. Equal pay for equal work only requires jobs that are substantially the same to be paid in like manner. Pay Equity goes further by requiring employers to compare jobs that are not all the same, but rather jobs of equal or comparable value, to review and close any wage gaps observed between what may have been traditionally viewed as “men’s work” and “women’s work”.

In addition, new positions are sometimes required, and existing jobs often undergo changes to meet the evolving needs of the workplace. If a new position or the job content of a female job class are such that they affect the overall value of the job class in terms of skill, effort responsibility and working conditions, it may be necessary to re-evaluate the female job class and compare it with another male job class. Depending on the extent and nature of the changes, some, but not necessarily all, changes to jobs have implications for Pay Equity. Pay Equity is maintained, when the changes have been evaluated in a way that is free of gender bias.

The need for Pay Equity is based on the premise that work traditionally performed by women tends to be undervalued. Ontario’s Pay Equity Act, as amended, requires employers to adopt Pay Equity. In addition, section 7(1) of the Act requires that every employer “... *establish and maintain compensation practices that provide for Pay Equity ...*”. The Pay Equity Plan that follows represents **The Township of Douro-Dummer’s** commitment to the promotion and maintenance of Pay Equity for its employees.

This Pay Equity Plan is organized as follows:

1. A description of who the Plan covers;
2. A description of which jobs were analyzed and how they were analyzed; and
3. A description of the results of the Pay Equity review and corresponding adjustments to pay, should there be any, and the adjustment dates.

**If You Would Like a Copy of This Plan or Have Questions / Comments, Please Contact:**

**Elana Arthurs, CAO  
Township of Douro-Dummer  
894 South Street, P.O. Box 92**

**Warsaw, Ontario K0L 3A0**  
**705-652-8392 x206**  
**PAY EQUITY PLAN – ALL EMPLOYEES**  
**The Township of Douro-Dummer**

**The Employer**

The employer, for the purposes of this plan is **The Township of Douro-Dummer** with main offices located at 894 South Street, Warsaw, Ontario, K0L 3A0 (hereinafter, “Douro-Dummer”).

**Employees Covered By This Pay Equity Plan**

This Plan covers all **Employees** at Douro-Dummer.

**Job Classes**

As defined in the ***Pay Equity Act***, a job class consists of those positions that have the following factors in common:

1. Similar Duties & Responsibilities;
2. Require similar Qualifications;
3. Are filled by similar Recruiting Procedures; and
4. Have the same Compensation Schedule, Salary Grade or Salary Range.

We identified all female job classes and conducted a review for comparable male job classes, as well as analyzing all positions to determine their gender predominance and historical incumbencies.

**Female and Male-Dominated Job Classes**

Our analysis categorized a female-dominated job class to occur where 60% or more of the members are female, and a male-dominated job class to occur where 70% or more of the members are male.

However, if a job class is very small or the job class falls just short of being either male or female, then two other tests were utilized as follows:

1. Gender Stereotyping: Is the job stereotypically male or female?
2. Historical Incumbency: historically (over time) has the job typically been filled by females or males?

**Applying these criteria in a consistent manner we have identified eighteen (18) female-dominated classes.**

The female-dominated job classes are:

- |                                 |                                     |
|---------------------------------|-------------------------------------|
| 1. CAO                          | 10. Senior Administrative Assistant |
| 2. Clerk                        | 11. Financial Services Assistant    |
| 3. Planner                      | 12. Legislative Services Assistant  |
| 4. Librarian (CEO)              | 13. Municipal Operations Assistant  |
| 5. Deputy Treasurer AP/Payroll  | 14. Transfer Station Attendant      |
| 6. Deputy Treasurer Tax-Clerk   | 15. Library Assistant II            |
| 7. Finance & Payroll Clerk      | 16. Transfer Station Assistant      |
| 8. Junior Financial Analyst     | 17. Library Assistant I             |
| 9. Receptionist IT Co-ordinator | 18. Custodian                       |

### **Comparison of Job Classes**

Information was gathered from Job Information Questionnaires (JIQs) for all positions as well as previous job descriptions and through direct conversations with incumbents. In addition, revised and updated Job Descriptions were created and approved for all positions as part of our process.

These inputs informed our evaluation of the positions under review. In order to ensure that jobs were compared in a gender-neutral manner, standardized and consistent information about the jobs was collected. This resulted in the production of objective information for each job class that was used to evaluate and score each job.

A gender-neutral point factor system was used. This system resulted in a point value assigned to each job class. These point values were then compared to each other to find job comparators.

The **Pay Equity Act**, requires a number of factors to be evaluated, namely, skill, effort, responsibility and working conditions. In calculating the point values for our plan, we expanded on those factors to more appropriately reflect the relative value of our jobs. Eleven (11) factors were applied as follows:

- Factor 1 – Education and Training
- Factor 2 – Knowledge and Experience
- Factor 3 – Complexity and Skill
- Factor 4 – Decision-Making
- Factor 5 – Impact of Decisions and Actions
- Factor 6 – Relationship Building and Networking
- Factor 7 – Leading and Supervising Responsibilities
- Factor 8 – Accountability for Sensitive Information / Data
- Factor 9 – Physical Effort
- Factor 10 – Mental / Sensory Effort

## Factor 11 – Working Conditions, Environment and Potential Hazards

The factors were carefully assessed and applied in a manner to assure they were gender-neutral and could be applied equally to jobs held by either women or men. Factors were objectively weighted to reflect their relative value and importance within Douro-Dummer (those of greater relative value or importance were given at a higher weighting). These factors were consistently applied across all job classifications.

We then organized the evaluated positions into a Fixed Point Band system of organization: comparable jobs were determined by listing the job classes by value and dividing the set of job class values into sections or “bands”, with each band having a certain number of points. Job classes that fell within the same band are of equal or comparable value.

### Methods of Comparison

There are two primary methods of comparison in the Act for achieving Pay Equity:

1. **Job-to-job** comparison matches female job classes directly to a male job of equal or comparable value in the establishment.
2. **Proportional Value** comparison indirectly compares the relationship between the male and female jobs in an establishment.

For the 18 predominately female job classifications, ten (10) positions had male comparators :

- |                                    |                               |
|------------------------------------|-------------------------------|
| 1. Clerk                           | 6. Transfer Station Attendant |
| 2. Planner                         | 7. Library Assistant II       |
| 3. Librarian (CEO)                 | 8. Transfer Station Assistant |
| 4. Receptionist IT Coordinator     | 9. Library Assistant I        |
| 5. Senior Administrative Assistant | 10. Custodian                 |

There were no male job comparators for the remaining eight (8) female dominant positions at Douro-Dummer (CAO, Finance & Payroll Clerk, Junior Financial Analyst, Deputy Treasurer AP/Payroll Clerk, Deputy Treasurer Tax-Clerk, Financial Services Assistant, Legislative Services Assistant and Municipal Operations Assistant), therefore we applied the second methodology (Proportional Value) to complete our analysis of those positions as outlined below.

### Comparison Results and Adjustments

Below is a summary of the results of the Job-to-Job and Proportional Value methods of comparison:

### Job-to-Job Comparisons

Female Predominant Job Class	Male Predominant Job Class Comparator	Pay Equity Adjustment
Clerk	Manager - Emergency Services/Fire Manager - Public Works	not required
Planner	Manager - Emergency Services/Fire Manager - Public Works	not required
Librarian (CEO)	Manager Parks & Recreation Building Inspector II	not required
Receptionist IT Co-ordinator Senior Administrative Assistant	Equipment Operator	not required
Transfer Station Attendant Library Assistant II	Lead Labourer - PW Labourer - Parks, PW	not required
Transfer Station Assistant Library Assistant I Custodian	Labourer Seasonal Arena Labourer	not required

### Proportional Value (Regression Analysis)

Female Predominant Job Class	Male Predominant Job Class Comparator	Pay Equity Adjustment
CAO	No Match - Proportional Value	not required
Finance & Payroll Clerk	No Match - Proportional Value	not required
Junior Financial Analyst	No Match - Proportional Value	not required
Deputy Treasurer Tax Clerk	No Match - Proportional Value	not required
Deputy Treasurer A/P	No Match - Proportional Value	not required
Financial Services Assistant	No Match - Proportional Value	not required
Legislative Services Assistant	No Match - Proportional Value	not required
Municipal Operations Assistant	No Match - Proportional Value	not required

**Timing of Adjustments**

Based on the analysis conducted no adjustments are required.

**Conclusion**

We have worked diligently to implement Pay Equity at The Township of Douro-Dummer. We are committed to Pay Equity and commit to maintaining it in the future.

---

**If You Would Like a Copy of This Plan or Have Questions / Comments, Please Contact:**

**Elana Arthurs, CAO  
Township of Douro-Dummer  
894 South Street, P.O. Box 92  
Warsaw, Ontario K0L 3A0  
705-652-8392 x206**