

**HOW TO DO
A PAY EQUITY ANALYSIS
AND
AN ANALYSIS OF GENDER BIAS
IN A SMALL WORKPLACE**

**For
Daniel Ingersoll
Cox and Palmer**

January 27, 2008

**Nan Weiner, Ph.D.
NJ Weiner Consulting, Inc.
weiner@ConsultingFairness.com**

HOW TO DO A PAY EQUITY ANALYSIS AND AN ANALYSIS OF GENDER BIAS IN A SMALL WORKPLACE

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1.0 Assignment

Linda Lockhart, former Clerk-Treasurer for the Village of New Minas, has made a complaint against the Village, alleging, in part, that she has been discriminated against on the basis of gender in terms of her compensation. Ms Lockhart's complaint specifically alleges:¹

that the Village of New Minas paid me less salary than a male subordinate, which fits a general pattern of pay inequity between female and male staff at the Village of New Minas.

The reference to the "male subordinate" is to Peter Pothier who holds the position of Water Sewer System Operator.

In reading Ms Lockhart's allegation, she is seeking, in my opinion, workplace equity. Specifically, given my background in compensation, human rights and pay equity, it appears to me that her complaint can be analyzed under two distinct approaches, which I will refer to as (1) direct gender discrimination and (2) pay equity. The direct gender discrimination analysis assesses whether she, as an individual woman, has experienced gender discrimination because she is paid less than a particular man even though she is doing more responsible work. The pay equity analysis assesses whether she has experienced discrimination because her job had become viewed as a "female job" and has been under-valued and/or under-paid relative to a male job.

¹ Paragraph 5 of Complaint dated 23 September 2003; Tab 2 of book of documents received from Cox and Palmer. See Appendix A for list of documents reviewed.

A key difference between "pay equity" and "gender bias" is that the former focuses on the treatment of female and male JOBS while the later looks at men and women (individual female and male incumbents in the jobs). Pay equity is more difficult to understand, but it essentially says that different types of work have become associated with men (e.g., engineering, laborer, management) or with women (e.g., childcare, nursing, secretaries); this is referred to as occupational segregation. It also says that such segregation, coupled with women's work being undervalued and underpaid relative to men's work of comparable value, is discrimination. Therefore, a pay equity analysis focuses on jobs - female jobs compared to male jobs.

I have been asked to assist the Board of Inquiry by offering my opinion as to the possible means of analyzing whether Ms Lockhart has been the subject of discrimination. Since I see two possible interpretations of her allegations - pay equity and gender discrimination -- I have provided two different analyses. Section 3 of this report presents the pay equity analysis I propose to assess this situation while Section 4 provides the gender discrimination analysis. The next section provides some terminology and concepts which will be used in this report. A listing of the documents I reviewed before writing this report is found in Appendix A. My resume is in Appendix B.

2.0 Terminology and concepts

In compensation a distinction is made between the salary set for a job and that for an individual incumbent in the job. Typically, but not always in small organizations, a **salary range** is set for a job -- for example, \$30,000 to 40,000 per year. A salary range specifies a minimum salary and a maximum salary between which any incumbents in the job will be paid. The purpose of having a salary range is to (a) specify the amount the job is worth to the organization and (b) allow individual incumbents to be paid differently based on individual characteristics. For example, individuals hired with a lot of experience could be hired above the minimum of the salary range to reflect this. Typically, individuals move up in their salary range based on seniority (number of years they have worked for the employer) and/or based on their performance.

The term "job evaluation system" refers to the systematic process that organizations use to assess the relative worth of jobs to that organization. A job evaluation system is comprised of a set of criteria, weightings of the criteria, a methodology (i.e., ranking, point factor), and an evaluator or evaluation

committee. Job evaluation can be highly complex or relatively straightforward; the simpler approach is more appropriate for a small organization. The outcome of job evaluation is a ranking of jobs in terms of their relative worth to the organization; this is referred to as internal equity. This information is used in setting the salaries for jobs so that they reflect the value of the work to the organization.²

To be clear, the salary for the job and the **salary for individual incumbents are independent** to some degree and "related" to some degree. They are independent in that the salary for the job is based on factors unrelated to individual incumbents, such as the job content, organization's ability to pay and the market. They are related in that individuals should always be paid within the salary range for their job.³

In correcting pay equity and gender bias in compensation **total compensation** should be considered. Total compensation includes wages/salaries and benefits. Any benefits which are the same between the female and male jobs or female and male incumbents can be excluded from the calculations since they are provided to both and thus do not differ.

A special issue is **overtime** pay, which some consider a benefit and others do not. The actual overtime pay should not be considered in total compensation since this is paid for additional hours worked (that is, there is a correspondence between hours worked and pay). However, the ability to earn overtime or not might be an issue. In many jobs incumbents work overtime, which is allowed by the organization but for which they receive no pay. However, there may be other "benefits" provided for this (taking time off for short appointments, not worrying about how long one's lunch hour is).

In comparing wages/salaries it is essential to use **hourly salaries** unless all the jobs being compared have the same standard workweek. Some jobs within the Village of New Minas have a 40 hour workweek while others have a 35 hour workweek. The conversion of annual salary for a job to hourly for those with different workweeks is provided below:

² Market information is also typically used in setting salaries for jobs. Market data provides external equity (competitive salaries). Using market data for female jobs can be problematic in achieving pay equity since other organizations may be underpaying their female jobs; using market data for male jobs is not problematic.

³ Such statements are based on good compensation practices. In reality actual practices may differ, but I will refer to good compensation practices throughout this report.

40 hour week:

divide annual salary by 2080 hour (= 40 hours/week x 52 weeks/year)

35 hour week:

divide annual salary by 1820 hour (= 35 hours/week x 52 weeks/year)

Special issues related to this case:

- o In considering total compensation the Board will need to consider whether the Christmas bonus is part of pay or based on performance.

3.0 Analysis of pay equity in a small workplace

Before discussing the pay equity analysis it is necessary to note the way in which the Lockhart-Village of New Minas situation is unique. In the case of analysis which focuses on possible gender discrimination between specific female and male incumbents, it is typical to make a one to one comparison - treatment of one woman compared to that of one man; or treatment of one woman compared to that of a number of men; and so on. Typically, where pay equity is the issue, numerous female and male jobs are compared to each other. However, this is not always true. A few cases under the *Canadian Human Rights Act* involved a single female job.⁴ Although most of my pay equity work has involved larger, more complex situations than comparing one female job to a single male job,⁵ I am able to combine the principles of pay equity and the principles of good compensation practices for small employers to provide a good conceptual framework to identify the unique analytical solution that this situation requires.

Pay equity requires "equal pay for work of equal value" between female and male jobs. Of note, when jobs are the focus it is irrelevant how many incumbents there are in the job, since it is the job content which is being analyzed. Thus, an assessment of pay equity has two components, first a determination of "equal value of female and male jobs" and then, if the female job is found to be of equal

⁴ E.g., female job of Librarian compared to male job of Historical researcher; female job of Director of Nursing. The federal human rights act allows an employer to use its existing job evaluation system.

⁵ Typical pay equity audits where there are a number of jobs require elaborate job evaluation systems using a point-factor method and a multi-person evaluation committee (which must be trained and monitored). This approach is not recommended where there is one female job to be compared to one male job nor when a non-compensation expert will be doing the analysis.

value, a determination of "equal pay of the female job with the male job." Pay equity is concerned with the pay of jobs (e.g., salary range), not that of incumbents.

Section 3.1 discusses the determination of equal value while 3.2 looks at how to determine equal pay if the female job is found to be of equal or higher value than the male job.

Even before discussing each of these it is necessary to provide my assessment of the gender of each of the jobs in question in this case. It is particularly common in small organizations, where there is typically only a single incumbent per job for the job and the person to almost become "fused." Thus, a job that has been held by a woman for 18 years is likely to be perceived as a female job. This reasoning has merit in this case. Some jobs are stereotypically associated with one gender. The Water Sewer Systems Operator job, in my view, would be considered to be stereotypically male.

3.1 Determination of equal value in a small workplace

Pay equity is only concerned with job content. Thus the determination of equal value requires two kinds of information:

- A set of criteria on which to evaluate job content, and
- Job content information for the jobs being evaluated on the criteria.

Both need to be gender neutral.

3.1.1 Job content

The job content information should provide an accurate, complete and up-to-date description of the jobs. Such information must describe the job and be totally unrelated to the performance of the person currently occupying it (often a challenge in small organizations). It is useful to remember that such job information can be compiled even if a job is vacant. In the Lockhart case there is some job information in the salary survey report provided by Mackenzie, Morse and Brewster (Tab 15, pages 2, 3 and 5). At the hearing, the Board will need to gather as much information as possible, to ensure a full understanding of each job in order to evaluate them.

3.1.2 Criteria on which jobs are evaluated

The general criteria used in pay equity (and most job evaluations) to assess jobs are the skill, effort, responsibility and working conditions (SERWC).⁶ There are no set definitions for these terms other than their everyday usage. What is important is how each criterion is defined when used by a particular employer. However, for pay equity purposes it is important that effort includes both physical effort and mental effort, and that working conditions include both physical working conditions and the people or social working conditions. How to use these criteria will become clearer when an illustration is provided in Section 3.1.3.1, below. In a small workplace the definition of the criteria will be quite general, while in large workplaces it is not uncommon for there to be 10 to 15 specific criteria (e.g., 3 or 4 measures of skill, 2 or 3 of effort, 3 to 5 of responsibility and so on).

Typically job evaluation in small workplaces is done using a ranking method.⁷ This requires an evaluator or committee to compare each job, assessed as a whole, against every other job and determine which is more valuable. However, the ranking method, as traditionally used, requires the evaluation to be done while thinking of the whole job; this is inconsistent with pay equity principles which require assessment of jobs in terms of SERWC. I am proposing adapting the traditional ranking method so that it can be used for pay equity purposes where there are very few jobs to be evaluated. I refer to this method as **ranking-on-each-criterion** method. Essentially, an evaluator uses the ranking method, but rather than doing it once for the whole (or global) job, it is done on each of the criteria for each job.

An example of the use of this methodology is provided in Table 1 below. A hospital nurse job is compared to a hospital carpenter job. A "plus" is given to the job which is deemed to be higher on the criterion. If the two jobs are deemed to be equal on a criterion they are given a "0". The number of "pluses" is added up to determine the total. Effort and Working conditions are divided into two – each counts as a half. This assessment is based on my general knowledge of the two jobs; in a "real" situation one would have good job information as noted above.

⁶ These general criteria are required in all pay equity legislation in Canada and the federal *Equal Wages Guidelines*.

⁷ See any basic compensation textbook, for example Milkovich, Newman and Cole, Second Canadian Edition: Compensation, Toronto: McGraw-Hill Ryerson, 2007, pages 89-90.

Table 1: Example of comparison of female job and male job

Criteria	Nurse	Carpenter
Skill	+	
Effort		
Physical		+(1/2)
Mental	+(1/2)	
Responsibility	+	
Working conditions		
Physical	0	0
People	+(1/2)	
TOTAL	3	1/2

Clearly the nurse job is of higher value than the male job.

To use this method in the Lockhart case two addition questions need to be addressed – what exactly should the definitions of the criteria be and are the criteria all of equal value to the organization? Each is discussed below.

3.1.2.1 Criteria definitions

To keep this method simple and straightforward the criteria definition should not get too complex but they must fulfill two criteria. First they must be relevant to the purpose and mission of the organization, in this case the Village of Minas, (this is consistent with good compensation practices). Second, they must be gender neutral – equally able to measure female and male jobs (this is consistent with pay equity principles). The criteria should potentially be such that all the jobs employed by the Village could be evaluated on them (even if only two are being evaluated for this case). This ensures that the values of the organization are reflected in the criteria.

Illustrations of possible criteria definitions are provided below; these are by no means the only way the criteria could be defined:

Skill: Amount of problem solving and communications skills required in the jobs.

Effort -

Physical: The intensity and duration of physical effort typically required by the job.

Mental: The intensity and duration of concentration of the senses typically required by the job.

Responsibility: Accountability for the resources of the Village. Resources include human resources, financial resources, information and physical assets. Accountability considers the degree of independence the job has (constraints on independence include supervision, automatic feedback systems, etc.)

Working conditions -

People: The intensity and frequency of dealing with angry or uncooperative or demanding or abusive people (external to the organization and because of the nature of the work relationship, not the personality of those involved), noise from people, multiple bosses, etc. (Having a supervisor or co-workers who an incumbent does not get along is NOT measured here since it is not inherent to the job but a function of the incumbents in the job - see note in Section 3.1.5.)

Physical: The intensity and frequency of uncomfortable physical working conditions such as dirt, dust, noise, extreme temperatures, grease, vibrations, etc. which are inherent to the job (see note in Section 3.1.5).

3.1.3 Weighting of criteria

The second question concerns the weighting of the criteria. If all four criteria are not of equal importance to the organization it is possible to weight them differently. Typically skill and responsibility are weighted higher than effort and working conditions. An example of weighting where skill and responsibility are weighted twice as much as effort and working conditions is shown in Table 2 below

Table 2: Example of weight criteria in ranking-on-each-criterion method

Skill: ++++
Effort:
 Physical: +
 Mental: +
Responsibility: ++++
Working conditions:
 People: +
 Physical: +

The four pluses (+) for skill, for instance, could all be given to one job, or split 3 to 1, or 2 to 2 (jobs are of equal value). An illustration using this weighting scheme to evaluate the Nurse and Carpenter jobs are shown in Table 3 below.

Table 3: Example of comparison using weighted criteria

Criteria	Nurse	Carpenter
Skill	+++	+
Effort		
Physical		+
Mental	+	
Responsibility	++++	
Working conditions	0	0
Physical		
People	+	
TOTAL	9	2

3.1.4 Considerations when assessing the value of jobs

Finally, when thinking about the criteria and when assessing the jobs a few important concepts must be kept in mind:

- It is the **regular and continuous** aspects of the work which are considered. Some job duties only occur occasionally over a year but are still a regular part of the job (e.g., budgets). Some activities are related to emergencies which do not happen often but the job requires that these emergencies be dealt with and are considered a regular and continuous part of the job (e.g., fire fighters spend approximately 5% of their time fighting fires but their job requires the skill to fight fires all the time and this is a key responsibility of the job.) Once in awhile incumbents will be asked to do something which is not part of their jobs (e.g., move boxes and furniture when the office is being moved, serve on a job evaluation committee) but these are not regular and continuous aspects of the job and should not be evaluated as part of the job.
- It is the job content **NOT the performance of the incumbent** which is being evaluated.

- It is assumed that the **job is being done competently**. For example, one does not measure responsibility in terms of damage which could be done if an incumbent engaged in sabotage.
- Only **aspects inherent to the job** are measured under working conditions. For example, if a job must be located in a boiler room because it is necessary to check the boiler much of the time, working in a hot environment is inherent to the job. This is different than a job which is located in an office on the south side of the building and which is typically hot but the job could be done equally well in an office which is not hot most of the time.

It is sometimes easier to evaluate a handful of jobs (e.g., 5) rather than just two.

3.1.5 Summary

In summary, to carry out this analysis the following needs to be done:

- A Determine criteria definitions for skill, effort, responsibility and working conditions
- B Review available job information and collect any additional information needed.
- C Determine weighting system if using one.
- D Evaluate job information using criteria.

If the Clerk-Treasurer (CT) job is of equal or higher value than the Water Sewer System Operator (WSSO), then the analysis needs to proceed to an analysis to determine fair pay as discussed in the next section.

3.2 Determination of equal pay in a small workplace

If two jobs are found to be of **equal value** to an organization then the maximum of the two salary ranges for the job should be the same.⁸

If the female job is found to be of **greater value** it is less clear how to determine how much more it should be paid than the male job. The evaluation of the job as discussed in section 3.1 does not provide any information relevant to this. If the Clerk-Treasurer is a female job within the Village of Minas but is generally held by men in comparable villages then a survey of the salaries paid in these other

⁸ The length of the salary range may differ (e.g., the minimum could be lower in one than the other) but there should be a rationale for this other than gender. There is no formula for setting the length of salary ranges; it is typically assumed to be based on the concept of a "learning curve" which would relate to how long it would take a typical incumbent to become competent in the skills of the job.

villages provides a fair assessment of what the salary should be for the job. However, if the Clerk-Treasurer is a female dominated job in general, then there would be a concern that any salary survey information would reflect a going-rate which contains discrimination because of the systemic underpayment of female work such as this. In this case, a judgement would have to be made as to the appropriate salary for the Clerk-Treasurer job relative to the Water Sewer System Operator.

3.2.1 Issue of employee's performance

It is useful to note that an employee's performance is never an issue in determining "equal pay" in a pay equity analysis. A pay equity analysis only considers job content. Job content is totally independent of the performance of the job incumbent. As noted, a pay equity analysis can be done when a job is vacant and this is useful to keep in mind. Again, in small organizations the job and its incumbent often become "fused" and difficult to separate; however, this must be done to ensure that the salary range established for the job truly reflects the skill, effort, responsibility and working conditions of the work.

4.0 Analysis of gender bias between staff members in a small work place

As noted, Ms Lockhart alleges that she has been paid less than a male subordinate which I interpret to be an allegation of gender discrimination. The key to identifying gender bias is to look for patterns where individual woman have been treated differently and adversely due at least in part to their gender. It is unlikely that the pattern will be totally consistent, so the question is "on balance" is there discrimination on the basis of gender.

Having reviewed the material provided by Cox and Palmer (see Appendix A), I would say in this situation there are two gender discrimination analyses which could be done. The first only involves the incumbents in two jobs - Clerk-Treasurer and Water Sewer Systems Operator, while the second would look at all the incumbents in all jobs employed by the Village. Both the analyses use market information from salary surveys. Information from two salary surveys was used by the Village:

- A Nova Scotia Union of Municipalities survey is referred to in a document (Tab 10) titled: "New Minas Village Commission, Special Meeting, Staff wages" and dated September 9, 2002.

- The salary survey done by Mackenzie, Morse and Brewster dated February 6, 2003 (Tab 15).

Remember: all salaries should be converted into hourly salaries based on the workweek of the jobs, if they differ, before any comparisons are made.

Section 4.2 and 4.3 describe the two different analyses – the analysis in 4.3 is broader than the 4.2 analysis and expands on it. Before discussing these analyses it is necessary to comment on the role of performance management related to gender discrimination. This is done in Section 4.1.

4.1 Issue of performance management related to gender discrimination

As noted above, an incumbent's performance is irrelevant in a pay equity analysis. This is not true in a gender discrimination analysis. An incumbent's actual salary should be based on individual characteristics such as her/his length of service and/or performance. Obviously, any relationship between salary and an individual's service or performance needs to be independent of gender. In addition, where it is claimed that a salary is based on performance issues there must be evidence of performance management. Performance management is a system where an employee has been informed of her/his performance deficiencies, what is needed to improve them and what the consequences will be if there is no improvement within a specified time period. Evidence of a performance management system is necessary because often in discrimination cases evidence is presented by the employer that an employee's salary is due to performance deficiencies. While such deficiencies may be very real, only if the employee has been told about these deficiencies and their consequences is there actual evidence that this was the basis for the salary level.

4.2 Were the incumbents in the Clerk-Treasurer and Water Sewer Systems Operator jobs paid appropriately relative to the market?

This analysis involves answering the following question:

Is the Village paying the incumbents in the two jobs consistently with the salary surveys? and

If not, is there a reason other than gender for paying the female job below the market rate (e.g., the salary range recommended by Mackenzie, Morse and Brewster)?

Related to the second part of the questions there are two possible reasons for paying an incumbent below the minimum of the salary range for her/his job:

The organization has not yet implemented salary increase for incumbent(s) based on new salary survey information. Obviously, such salary increases should be made in a timely manner.

Some organizations have a practice of hiring someone below the minimum for the salary range for their job because the individual does not have all the qualifications for the job. The person is hired at a "learning rate" such that they will be at the minimum of the salary range when they have obtained the education or experience needed to make the person fully qualified for the job.

Seniority and performance issues are reasons why someone should be paid lower in the salary range for their job but not below it. If there are performance issues with an employee when it is discovered that they are paid below the minimum for their job, it can seem unreasonable to increase the person's pay. However, in this situation it is vital that performance management take place.

4.3 Assessment of payment of market wages to female and male employees

A second analysis is to look at more data – to review the salaries paid to all men and women employed by the Village vis-à-vis market information. The question to be addressed is:

Has the Village paid its female employees consistently with the market to the same extent that it pays its male employees consistently with the market?

Using information from the two salary surveys, one would compare whether both female and male employees have been hired at or paid salary rates which are within the range specified by the market. If members of both genders have either consistently (a) been paid appropriately according to the market or (b) not been paid appropriately according to the market there would not appear to be gender bias. However, if the women have typically been hired at salaries or paid salaries below what the market says their jobs are worth while the men have been hired at or paid salaries that the market says their jobs are worth then there appears to be gender bias, unless there is a rationale unrelated to gender which explains this difference. Possible reasons for paying one below the minimum for the salary range for their job were discussed in section 4.1. In addition, issues of seniority and performance (where there is a performance management system) need to be taken into consideration since these could affect individual's salaries.

5.0 Recommendation of most appropriate analysis

Three different analyses have been proposed. The one which is the best is the one which is the simplest to carry out (efficiency) where one can have the most faith in the results (effectiveness). Table 3 compares the three analyses on these two criteria.

Table 3: Effectiveness and efficiency of three possible analyses

Analysis	Amount of work	Faith in results
1. Pay equity	High	High
2. CT/WSSO incumbents compared to market	Low	Moderate
3. Female and male incumbents compared to market data	Moderate	High

Considering both efficiency and effectiveness, the third analysis – female and male incumbents compared to market data – is the best.

Appendix A: List of documents reviewed
Documents provided by Cox and Palmer

1. Intake Questionnaire of Linda Lockhart dated February 12, 2003
2. Complaint of Linda Lockhart dated September 23, 2003
3. November 24, 2003 Respondent's Response Form
4. Complainant's Rebuttal
5. Response to the Investigation Report
6. June 1, 1989 letter from Patrick Burke with the Village of New Minas Water Commission to Linda Lockhart
7. December 20, 2001 letter from Marvin Messom to Peter Pothier
8. August 7, 2002 New Minas Village Commission Special Meeting Hiring of Second Person for Water Commission
9. August 22, 2002 letter to New Minas Village Commissioners from Les Barrett
10. September 9, 2002 New Minas Village Commission Special Meeting Staff Wages
11. September 12, 2002 New Minas Village Commission Special Meeting Staff Wages New Minas Soccer Association
12. September 20, 2002 Unpublished "letter to the Editor (Kentville Advertiser) from Les Barrett
13. October 1, 2002 Article, Kentville Advertiser, "Commissioner questions New Minas hiring, employment fairness"
14. November 19, 2002 Letter from Brad Morse, CA, MacKenzie, Morse and Brewster to Chairman and Commissioners of the Village of New Minas re. salary and wage review of Village employees
15. February 6, 2003 Village of New Minas Salary and Wage Review
16. January 8, 2003 Letter from Nancy McNeil to Linda Lockhart and enclosed e-mail from Les Barrett dated January 8, 2003
17. January 9, 2003 Letter from Linda Lockhart to Les Barrett re Responses to Questions January 8, 2003 - New Minas Water Utility rate increase
18. January 9, 2003 Letter from Nancy McNeil, Nova Scotia Utility and Review Board to Linda Lockhart re Water Utility rate increase

19. January 9, 2003 E-mail from Les Barrett to Nancy McNeil, Nova Scotia Utility and Review Board re Water Utility rate increase
 - (a) January 10, 2003 Letter from Linda Lockhart to Les Barrett re Barrett's e-mail January 9, 2003
20. January 16, 2003 Letter from Nancy McNeil to Linda Lockhart, re: New Minas Water Utility
21. January 17, 2003 Newspaper article, The Advertiser, "Commission launches internal investigation"
22. February 28, 2003 Letter from Ted Nicholson, Chairman of Village Commission and Marvin Messom, Vice-Chairman, to (and receipt acknowledged by) Linda Lockhart
23. July 11, 2005 Letter enclosing materials produced by Town of New Minas for Melanie MacNaughton from Terry Silver
 - (a) Section 1 Superintendent of Public Works and Water Systems Operators
 - (b) Section 10 Clerk Treasurer Information (effective August 2003)

Nan Weiner, Ph.D.

NJ Weiner Consulting Inc.
e-mail: weiner@ConsultingFairness.com
FAX: (416) 964-7395
Phone: (416) 964-7570

My experience is in workplace equity - combining human rights, employment equity and pay equity. In addition, I have a solid background in compensation gained through teaching at the university level, working as a Compensation Manager, consulting in compensation. I have been an expert witness in human rights and pay equity cases.

EDUCATION

Ph.D. in industrial relations with specialization in compensation and organizational behaviour from the University of Minnesota, 1977.

PROFESSIONAL EXPERIENCE

NJ Weiner Consulting, Inc. (1984 to 1987 and 1990 to present)

Specializing in compensation, pay equity, employment equity and human rights. Providing services in program implementation, training and research.

Expert witness in human rights and pay equity cases in Ontario and before federal Human Rights Tribunal.

Selected consulting assignments:

Completed pay equity process with public and private sector organizations.

Identification of appropriate comparators and design of salary system.

Evaluation of jobs as part of a JE committee; have also evaluated jobs to resolve disputes between the parties.

Pay equity audit (evaluation of jobs) where there is a dispute between management and employees.

Worked with six large, industrial employers to establish how to assess pay equity, and, if inequities exist, how to remedy them.

Assessment and/or development of job evaluation systems for:

Government of New Zealand

Bank

Major consulting firm

Social service agency

University

Unions

Municipality

Program evaluation of Equal Pay section of Canadian Human Rights Commission.

Provide seminars on pay equity, gender neutrality and proportional value for employers, unions and review officers at Ontario Pay Equity Commission and Canadian Human Rights Commission.

Taught seminar on Quantitative Analysis for Compensation Decision Making for Canadian Compensation Association.

Lectured widely and presented seminars and conferences on pay equity. Script for video on making work visible -- writing complete and accurate job descriptions which are free of gender bias.

Review of employment policies and practices:

Review of hiring and promotional policies and practices for university department which wanted to increase its diversity.

Review of policies to identify systemic bias in information organization.

Design of recruitment and selection program so can hire women into heavy manufacturing jobs.

Review of recruitment and selection program for articling students in a law firm.

Employment equity training -- including awareness training and managerial skills

Cross-cultural communication and diversity training

Helping facilitate a harassment-free environment:

Anti-harassment training for managers and employees for public and private sector organizations.

Development of sexual/racial harassment policy.

Investigation of harassment complaint.

Advice to women on how to handle harassment when working in non-traditional job (in Take Two: A Woman's Guide to Technical Jobs in the Film and Television Industry)

Trained investigators in a law firm and advisors in a public sector organization

Miscellaneous assignments:

Seminar on bias-free interviewing.

Managerial training programs for women.

Working with three agencies which assist persons with disabilities to find employment to find ways to integrate and improve their services.

Case studies of 12 Metro Toronto organizations in terms of their concerns and how they are responding to them for visible minorities.

Developed new conceptualization of critical mass as means of facilitating employment equity process for federal public service.

Program evaluation

Ontario Public Service sexual harassment policy

For federal government:

Special Measures Initiative Program (with SPR Associates)

Federal Contractor Program (with SPR Associates)

EE Positive Measures Program

WORK EXPERIENCE:

Ontario Pay Equity Commission (1987 to 1990)

Began with the Commission as the Job Evaluation Consultant working in policy and education areas on clarification of the *Pay Equity Act* and on producing materials on gender neutrality. Promoted to Manager, Research and became responsible for the study to identify the means of achieving pay equity in predominantly female sectors and other research projects undertaken by the Commission. Served as Acting Director of Policy and Research for year that Commission made case for amending *Act* to extent coverage to women working in predominantly female organizations and to add proportional value methodology to the *Act*.

University teaching

Teach or have taught courses in compensation, diversity, employment equity, human resources, at University of Toronto (1983 to present). Taught at Ohio State University from 1977 to 1983 (compensation, human resource and organizational behaviour courses).

University of Minnesota; Hennepin County, Minneapolis, Minnesota 1969 to 1975

Positions held:

Personnel Generalist

Compensation Manager

Implementation of pay for performance merit system for civil service staff; analysis of salary survey for faculty; provided compensation support for collective bargaining; and development of new salary structure.

SELECTED PUBLICATIONS AND PRESENTATIONS

Weiner, Nan and Morley Gunderson, Pay Equity: Issues, Options and Experiences Toronto: Butterworths, 1990

Weiner, Nan, "Fair Pay" in Harish C. Jain, Peter J. Sloane and Frank M. Horwitz, Employment Equity and Affirmative Action: An International Comparison, Armonk, N.Y., M.E. Sharpe, 2003, pp. 126-170.

Weiner, Nan, "Workplace Equity: Human Rights, Employment and Pay Equity", in Oxford Handbook of Canadian Public Administration, editor, Christopher Dunn, 2002.

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