

Frequently Asked Questions for December 21, 2020 Pay Equity Maintenance Audit

Important Notice	2
About the Pay Equity Process	2
What is the purpose of this process?	2
Why is this being done now if the date is 2020?	3
What events are being reviewed during this audit?	3
Participation and Representation	3
What is the participation process?	3
What is the role of my union or association in this process?	4
Who conducts the job evaluation and analysis?	4
Job Classes and Evaluation	4
What is a “job class”?	4
How do I know which job class I am in?	4
How is gender predominance determined?	5
How are job classes evaluated?	5
Are job classes being updated as part of this audit?	5
Compensation and Pay Equity Analysis.....	6
What is the difference between equal pay and pay equity?	6
What salary is used in the analysis?	6
Why is the maximum used instead of my actual salary?	6
Are other compensation elements considered?.....	6
What happens if wage gaps are identified?	6
Can men be entitled to a pay equity adjustment?.....	7
Can the pay equity process result in salary decreases?.....	7
Individual Situations and Concerns	7
Does submitting my questions, observations or suggestions apply if I was hired after December 21, 2020?	7
Am I personally being adjusted?.....	7

Is my position included in the audit?	8
I was in a different position in 2020. How am I considered?	8
My colleague makes more than I do. Is that part of this review?	8
I think I am in the wrong job profile in Workday. What should I do?.....	8
I believe I am not paid fairly. Is this the right channel?	9
Results, Timeline and Next Steps.....	9
What are the next steps?	9
What can I do if I disagree with the results of the 2020 pay equity maintenance?.....	10
Will I be notified directly if my job class receives an adjustment?	10
What happens if my job has changed after December 21, 2020?	10
Additional Information and Context	10
Where can I learn more?	10
How does pay equity at McGill differ from other universities or organizations?	10

Important Notice

This FAQ is provided for informational purposes only. In the event of any discrepancy or inconsistency, the provisions of the Pay Equity Act prevail. Employees are encouraged to consult the Act and the CNESST website for the official and complete information.

Pay equity evaluates job classes, not individual salaries. If your question concerns your personal salary, performance, or position in the salary scale, please contact your manager or HR/Academic Affairs representative.

About the Pay Equity Process

What is the purpose of this process?

The process is part of a pay equity maintenance audit required under Quebec’s Pay Equity Act.

The purpose is to determine whether events that occurred between December 22, 2015 and December 21, 2020 created or recreated wage gaps between:

- Predominantly female job classes, and
- Predominantly male job classes of equivalent value.

If wage gaps are identified, the University must correct them.

This process does not:

- Re-evaluate individual performance
- Adjust individual positioning in salary scales
- Replace the annual salary review process
- Address individual fairness concerns

It examines job classes, not individuals.

Why is this being done now if the date is 2020?

Under the Act, employers must conduct a pay equity audit every five years.

Due to delays related to complaints concerning prior maintenance exercises, the University is completing this audit now, but the effective audit date remains December 21, 2020, as required by law.

What events are being reviewed during this audit?

Examples of events that occurred between 2015 and 2020 include:

- Salary policy annual increases
- Renewal of collective agreements
- M1 unionization into MUNACA
- De-unionization of certain HR positions
- Changes to compensation structures
- Creation, revision, or elimination of job classes

These events are analyzed to determine whether they created wage gaps.

Participation and Representation

What is the participation process?

The participation process is a consultative step required by law.

It allows employees and representatives to:

- Ask questions
- Submit observations

- Share information about events that may have impacted job classes between 2015 and 2020

Examples of relevant information:

- Structural changes to compensation
- Creation, modification, or elimination of job classes

It is not a forum to review individual salary or classification concerns.

What is the role of my union or association in this process?

If you were represented by a union or association in December 2020, their role is to consult the materials, watch CNESST webinars, be knowledgeable about the subject and answer member questions. They must gather their members' questions, observations or suggestions and provide them to the Pay Equity team.

If you have questions or concerns about your job evaluation results, you may also contact your union or association for guidance.

Who conducts the job evaluation and analysis?

The audit is conducted by the Pay Equity Team, composed of trained compensation professionals. Pay equity consultants and legal counsel are also engaged to support the process and help ensure objectivity, consistency, and compliance with applicable legislation.

Job Classes and Evaluation

What is a “job class”?

Under Section 54 of the Act, positions are grouped into a job class when they share:

1. Similar duties or responsibilities
2. Similar required qualifications
3. The same remuneration rate or salary scale

Pay equity compares job classes, not individual jobs.

How do I know which job class I am in?

You can consult your Job Profile in Workday.

In most cases, the job profile title corresponds directly to the job class name used for pay equity purposes (unless excluded under the Act or merged).

If you believe your job profile is incorrect, follow existing internal processes (see question “*I think I am in the wrong job profile in Workday. What should I do?*” on page 8).

How is gender predominance determined?

Gender predominance is established using the criteria set out in the Act:

- The existence of gender-based occupational stereotypes
- The proportion of women and men in the job class at McGill
- Historical predominance

For existing job classes, the previously established predominance is maintained unless significant changes occurred.

How are job classes evaluated?

The University uses the HAY job evaluation method, the same method used:

- During the initial pay equity exercise
- In prior audits

The HAY method evaluates four factors required under the Act:

- Required qualifications
- Responsibilities
- Effort required
- Conditions under which the work is performed

The method is analytical, neutral, and systematic.

Are job classes being updated as part of this audit?

Yes. Where significant changes occurred between 2015 and 2020, new, revised, or inactive job classes are reviewed.

Compensation and Pay Equity Analysis

What is the difference between equal pay and pay equity?

Pay equality requires equal pay for equal work. When two people do the same job, have the same number of years of seniority, and demonstrate equal performance, they should receive the same pay opportunity.

Pay equity, on the other hand, looks at different jobs that may not be the same but are of comparable value to the organization. It ensures that jobs traditionally performed by women are compensated fairly compared to jobs traditionally performed by men, when the work is of similar skill, effort, responsibility, and working conditions.

What salary is used in the analysis?

The analysis uses the maximum attainable remuneration. The remuneration in a job class is the highest rate of compensation or the maximum in the compensation scale applicable to the positions within the class as per article 54 of the Pay Equity Act.

The Act requires comparison of compensation opportunities attached to the job class not individual salaries.

Why is the maximum used instead of my actual salary?

Pay equity evaluates whether job classes of equivalent value have access to the same compensation opportunity.

It does not compare:

- Individual salaries
- Years of service
- Performance

If two job classes of equivalent value have the same maximum salary, there is no inequity under the Act even if individuals are paid differently within the grade.

Are other compensation elements considered?

Yes. Compensation includes all forms of remuneration.

What happens if wage gaps are identified?

If wage gaps are identified:

- Adjustments will be calculated as required by the Act
 - Results will be posted for 60 days
 - Employees may file complaints with the CNESST during the posting period
 - Adjustments, if required, will be paid in accordance with legislative requirements
-

Can men be entitled to a pay equity adjustment?

Yes. Under the Pay Equity Act, all employees who belong to female-predominant job classes could be entitled to pay equity adjustments, regardless of whether they are women or men.

For example, a male nurse could receive a salary adjustment because he holds a position within a female-predominant job class, if wage gaps are identified. However, a female mechanic would not receive a pay equity adjustment, as she holds a position within a male-predominant job class.

Can the pay equity process result in salary decreases?

No. The purpose of pay equity is to address and correct compensation gaps where they exist. If adjustments are required, they are made to increase compensation in order to achieve equity.

The process does not reduce an employee's salary as a result of pay equity findings.

Individual Situations and Concerns

Does submitting my questions, observations or suggestions apply if I was hired after December 21, 2020?

If you were hired after December 21, 2020, this process does not currently apply to you and no action is required at this time.

The participation process related to employees hired as of December 22, 2020 will be included in the 2025 audit which is scheduled for 2027. At that time, you will be invited to submit any questions, observations, or suggestions.

Am I personally being adjusted?

At this stage, we are still in the process of completing the audit.

We are not yet in a position to identify:

- Whether adjustments are required

- Which job classes, if any, may be adjusted

If salary adjustments are required, they will apply to the job class.

Is my position included in the audit?

All employees working at the University between December 2015 and December 2020 are included except those excluded under Section 8 of the Pay Equity Act, including:

- Students working during the school year under a recognized educational program or students who work in a field related to their field of study in the educational institution they are attending
- Students employed during their vacation period
- Trainees undergoing professional training recognized by law
- Certain vocational integration trainees
- Individuals in income assistance programs not subject to minimum wage
- Senior management officers

All other employees are included through their job class.

I was in a different position in 2020. How am I considered?

The audit examines job classes as they existed between December 22, 2015 and December 21, 2020.

Your personal career progression (promotion, transfer, salary movement) does not affect the evaluation, because pay equity is not an individual assessment.

My colleague makes more than I do. Is that part of this review?

Individual differences within a salary grade are not evaluated under pay equity.

If you have concerns about your personal salary positioning, please speak with:

- Your Chair
- Your manager or HR representative

The pay equity process evaluates job class compensation structures only.

I think I am in the wrong job profile in Workday. What should I do?

There are established internal processes to address job profile concerns:

- Discuss with your manager
- Contact your HR/ Academic Affairs representative
- If applicable, follow the formal rematch process (e.g., MUNACA or MPEX)

The pay equity audit does not replace these processes.

I believe I am not paid fairly. Is this the right channel?

No. The participation process is intended to discuss:

- Job classes
- Evaluation methodology
- Structural compensation events

It is not designed to review individual compensation cases.

Please contact your Chair or your Manager or HR representative for individual concerns.

Results, Timeline and Next Steps

What are the next steps?

1. Completion of the participation process
2. Final wage gap analysis
3. Posting of results
4. If applicable, implementation of salary adjustments

The participation process must be completed at least 60 days before the posting of results, as required by law.

When will the results be posted?

The first posting is scheduled to be in July , 2026. The second and final posting is planned to end in December 2026. Unforeseen events could affect this timeline.

What can I do if I disagree with the results of the 2020 pay equity maintenance?

The first posting is planned for July 2026. Following this posting, employees have 60 days to submit feedback.

Will I be notified directly if my job class receives an adjustment?

Yes. If your job classification receives a pay adjustment as a result of the pay equity review, you will be notified. The communication will include:

- The effective date of the adjustment
 - How the adjustment will be applied
 - Any information regarding retroactive payments (if applicable)
-

What happens if my job has changed after December 21, 2020?

Your new job class will be included in the December 21, 2025 pay equity audit. This audit can only be completed after the 2020 audit is finalized. A timeline for the 2025 audit will be shared once available.

Additional Information and Context

Where can I learn more?

- Quebec Pay Equity Act
 - CNESST webinars
 - McGill HR Pay Equity webpage
 - Internal documentation and communication materials such as this FAQ
-

How does pay equity at McGill differ from other universities or organizations?

Pay equity at McGill is implemented in accordance with Quebec's Pay Equity Act, which establishes a standardized legal framework applicable to all covered employers in the province. As such, the fundamental principles, methodology, and legal requirements are consistent across organizations subject to the Act.

However, the specific outcomes of a pay equity maintenance may vary from one institution to another, as they depend on factors such as organizational structure, job classification systems, compensation frameworks, workforce composition, number of programs and historical compensation practices. Each employer must evaluate its own job classes and compensation practices to ensure compliance with the Act within its unique organizational context.