Pay Equity Commission

Annual Report
2015-16

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Ontario

1. Commissioner's Message

I am very pleased, this year, to report on the achievements of the Pay Equity Office in advancing gender economic equality in Ontario and serving the people of Ontario. It has been an important and productive year and we look forward to continuing our valuable work in the future.

We continue to focus our energies on fostering collaborative partnerships with the goal of promoting a voluntary compliance framework. To this end, we have worked closely with employers who come under our scrutiny by way of complaint applications or through our various monitoring programmes, ordering where necessary. We have also engaged domestically and internationally to meet our mandate and to participate in Ontario's gender wage gap discussion, as follows:

- On April 16, 2015, we marked Equal Pay Day with the Ontario Human Rights Commission by examining the impact of the gender wage gap on various communities of women.

- In September 2015, we partnered with Ryerson University's Centre for Labour Management Relations, to bring stakeholders together to deepen the dialogue about pay equity modernization.

- For International Women's Day, I participated in a two-day conference sponsored by Queen's University on *Gender, Wellbeing, and the Politics of Imagination: Law, Culture, Compassion.* The Pay Equity Office also collaborated with the Human Resources Professional Association of Ontario (HRPA) on the rollout of a new Certificate Course in Pay Equity for HR professionals. This course is well subscribed and represents a future foundational course for human resources certification.

- In November 2015, I was invited to share our experiences with representatives of the Federal Government of Germany by participating in key workshops on pay equity co-sponsored by the German Government and the Business & Professional Womens' Clubs of Germany.

- In March 2016, I was privileged to be part of the Canadian delegation to the 60th Session of the United Nations Commission on the Status of Women where I met with representatives from other Canadian provinces and delegates from other countries to exchange experiences on pay equity and gender wage gap issues. Ontario is well placed to offer leadership after almost 30 years of principled and practical lived experience.

Gender Wage Gap Strategy Consultations

The Pay Equity Office played a significant role in the consultations and development of recommendations for an Ontario Gender Wage Gap Strategy. I was appointed to the Minister of Labour's Gender Wage Gap Strategy Steering Committee. Over a period of five months, the Steering Committee was engaged in consultations across Ontario. The process re-affirmed the critical role of pay equity in addressing gender workplace inequality. It was also an important avenue for hearing feedback about the operation of the Pay Equity Office and the utility of the *Act*. Staff from our Office contributed significant project leadership, policy and program research services as well as corporate administrative support to the Steering Committee.

Pay Equity Act Enforcement

Throughout the year, our proactive and responsive core work continued to deliver helpful results for employers, employees and unions. In the last three years, the Review Services Unit has seen a slight increase in the number of complaints from unions and from unrepresented workers, mainly from the broader public sector. Our 2015-16 Monitoring Program included investigations of classified agencies of the Ontario Government. Review Officers continue to focus on narrowing the time to resolve cases; this year 88% of cases were closed within 36 months and more Notices of Decisions and Orders were issued than in the previous year. As a result of their activities, more than $6.8 million was paid out to 1,899 workers.

Ontario

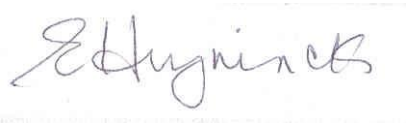
Communications and Outreach

Our website is an important communications channel and we continue to see an increase in visits and usage each year. Our outreach activities were focussed on the human resources community.

The People

The Pay Equity Office is a collaborative group of staff and management dedicated to giving programmatic effect to the principles articulated in legislation last amended in 1993. Since the spring of 2016, the Office has been engaged in an internal transformation given the departure of several long-serving Review Officers and the impending retirement of its well-respected Director. We have on-boarded new staff and engaged them in a comprehensive training program. We are focussed on knowledge management transfer to capture insights into the promotion and delivery of pay equity. We are dedicated to leading Ontario's efforts to promote and achieve gender economic equality.

Respectfully Submitted



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2. Ontario's *Pay Equity Act*

Statistics Canada's most recent Ontario information shows a gender wage gap of 26 per cent for full-time, full-year employment. There are many reasons for the existence of the gap from a workplace perspective. Conscious or unconscious bias in the hiring process, the assignment of work and bonuses, advancement criteria and the undervaluing of women's work can act as systemic barriers to women achieving their full economic potential.

Pay equity (or equal pay for work of equal value) addresses the undervaluation of women's work. The purpose of the *Pay Equity Act* (the *Act)* is to redress systemic gender discrimination in the compensation of employees in female job classes. All public sector employers and all private sector employers with ten or more employees are required to have compensation practices that provide for pay equity.

Achieving Pay Equity

The *Act* sets out the criteria to be applied by employers to identify systemic gender discrimination in compensation and the means by which it is to be corrected. To meet the minimum requirements and to show that pay equity has been achieved, all employers covered by the *Act* are required to undertake the following at each of the employer's establishments:

1. Determine job classes, including identifying the gender of the job class and job rate
2. Determine the value of job classes based on factors of skill, effort, responsibility and working conditions
3. Conduct comparisons for all female job classes using the job-to-job, proportional value or proxy method of comparison* (proxy is for public sector only and of limited application)
4. Adjust the wages of underpaid female job classes so that they are paid at least as much or equal to a comparable male job class or classes within the establishment
5. Maintain pay equity for female job classes to ensure that new pay equity gaps are not created or re-emerge

Note:* The proxy method of comparison contained in Part II of the *Act* was repealed in 1996 and restored by court order in 1997. The Pay Equity Office continues to enforce the proxy provisions.

3. About the Pay Equity Office

The Pay Equity Office (PEO or the Office) promotes gender economic equality by enforcing pay equity rights and obligations through effective case management; understanding gender wage gaps through research; and promoting awareness to advance economic equality for Ontario's working women.

PEO Legal Mandate

The Pay Equity Commission (Commission) was established by section 27 of the *Pay Equity Act*, 1987, S.O. 1987.c.34 (the *Act*) and is continued by subsection 27(1) of the *Act*, R.S.O, 1990, c.P.7 as amended (the *Act*). Its purpose is to redress gender discrimination in the compensation of employees employed in female job classes in Ontario.

The Commission consists of two separate and independent parts: the Pay Equity Office and the Pay Equity Hearings Tribunal (PEHT or the Tribunal).

To advance gender economic equality in Ontario

The Commissioner is the head of the PEO and the Chief Administrative Officer (CAO) of the Commission, appointed by the Lieutenant Governor in Council on the recommendation of the Minister. The Chair of the PEHT is responsible for the PEHT's administration.

The Minister of Labour represents the PEO and PEHT in Cabinet and its Committees, in the Legislative Assembly and before Committees of the Legislature. The Minister is accountable to the Legislature for the PEO's and PEHT's fulfillment of their mandates and compliance with government administrative policies. The Minister is also responsible for the review and approval of their Business Plans and Annual Reports, and for submitting them to Management Board of Cabinet.

PEO Values

- **Fairness** - We demonstrate integrity by providing equitable and impartial enforcement actions.
- **Accountability** - We accept responsibility for our activities and disclose the results in a transparent manner.
- **Service Excellence** - We strive to provide outstanding and responsive service.
- **Impact** - We influence, educate, and enforce to achieve and maintain pay equity in Ontario workplaces.
- **Connect** - We connect and advance pay equity by building effective partnerships with diverse stakeholders and communities.

PEO Strategic Direction

In our 2015-18 Business Plan, the Pay Equity Office identified three key objectives:

Strategic Objective I:

Foster collaborative partnerships to identify initiatives that will advance gender economic equality in Ontario

Outcome Goal: Strategic initiatives that provide a framework for addressing pay equity issues and support the reduction of the gender wage gap in Ontario.

Working with Ministry partners and stakeholders, the PEO will focus on identifying workplace barriers to gender economic equality that negatively impact Ontario's productivity. Relying on evidenced-based research, the agency will seek a better understanding of root causes and solutions. Partnerships with key stakeholders will leverage opportunities for outreach and awareness.

Strategic Objective II:

Support compliance across Ontario workplaces, with targeted enforcement

Outcome Goal: Innovative compliance programs and integrated enforcement influenced by research findings and reactive trends.

The PEO will continue to deliver effective compliance and monitoring programs, based on identified priorities that incorporate concepts of self-management within a risk-based framework. The PEO will continue to leverage its robust e-learning platform to ensure that resources are available and accessible.

Strategic Objective III:

Run a Modern, Accountable and Efficient Organization

Outcome Goal: Excellent and consistent service through a skilled and diverse workforce and effective systems.

The PEO will ensure its mandate is delivered with high performing, trained, engaged and committed staff, leveraging contemporary methods of education and enforcement to achieve its goals.

4. Overview

The Pay Equity Office achieves its mandate through:

- Providing information and educational resources to employers and employees about pay equity and pay equity processes;
- Conducting information sessions at a variety of venues;
- Investigating and resolving complaints through alternative dispute resolution methods, or issuing Orders for compliance;
- Referring Orders to the PEHT for enforcement;
- Monitoring establishments for compliance with the provisions of the *Act*;
- Researching and disseminating information about pay equity and gender wage gaps to the public and workplace parties;
- Responding to requests from the Minister and preparing reports and recommendations to the Minister about pay equity and related matters such as the gender wage gap.

Enforcement: Investigating Compliance

Review Officers investigate complaints alleging contraventions of the *Act* and assist workplace parties in attempting to settle issues that can arise during the implementation, achievement and maintenance of pay equity.

The PEO also engages in extensive monitoring of employers. The focus of the various monitoring programs is to encourage employers to assess their current compensation practices to provide for pay equity. Monitoring cases are regularly opened following the resolution of a complaint investigation, where there is information that the establishment has not achieved or maintained pay equity for all female job classes. The 2015-16 monitoring activities included: employers identified under the Wage Gap Pilot Program as having an apparent wage gap, classified agencies of the Ontario Government and new employers.

In cases where Review Officers discover non-compliance and employers are uncooperative, Review Officers will issue Orders. Any party affected by a Review Officer's decision may request a hearing before the Tribunal. The Office is not a party to those hearings except in very limited circumstances. Review Officers may also refer an

Order to the Tribunal for enforcement where a party fails to comply with the provisions of the Order within the prescribed timeframes.

To ensure that employees are aware of our involvement, all decisions of Review Officers must be posted in a visible location in the workplace.

In 2015-16, 1,899 employees received adjustments stemming from our investigations into workplaces, receiving more than $6.8 million in adjustments. The largest adjustments were found to be owing to employees of government-funded organizations.

Complaint Applications Received and Closed

In 2015-16, PEO received 96 complaints, of which 31 per cent were from unions and/or their members and 67 per cent from unrepresented parties.

The PEO closed 89 complaint case cases in 2015-16, impacting 74 workplaces, 53 in the government-funded sector. Eighty-three per cent of cases achieved compliance without an Order.

Orders were required for 21 establishments, primarily from the broader public sector, including five Community Living organizations where adjustments totalled over $1 million, impacting 401 employees, and municipalities with adjustments of $188,702 paid to 13 employees.

The Review Services Unit prioritized closing aging cases within 24 months. Significant improvement has been maintained since 2013-14.

- In 2013-14, 36% of open complaint cases were older than 24 months.
- In 2014-15, 9% of open complaint cases were older than 24 months.
- In 2015-16, 9% of open complaint cases were older than 24 months (opened between 2013 and 2014).

Monitoring Cases Opened and Closed

In 2015-16, 150 new monitoring cases were opened and 208 monitoring cases were closed. As with complaint applications, the Review Services Unit prioritized closing aging monitoring cases. As of March 31, 2016, there remained only 23 monitoring cases (13 per cent) older than 3 years.

Ontario

Advancing Pay Equity and Gender Economic Equality

Outreach and Stakeholder Relations

Communicating the purpose and obligations of the *Pay Equity Act* is embedded in the everyday activities of the PEO. The Office utilizes various channels of communication to inform employers, bargaining agents, employees and interested parties about the implementation and maintenance of pay equity.

The website has guides, tools and 24/7 e-learning modules to provide site visitors with information about the *Act* to enable them to become compliant. The website was visited approximately 7,275 times a month in the last fiscal year, with the number of hits reaching a total of 190,568. The number of users was 65,176.

The PEO continues to evaluate its web resources to ensure that information remains relevant and reviews other government sites for potential cross-links. The most frequently accessed information on the website are the Gender Wage Gap and resources such as the mini-kit and the Guide to Pay Equity. The website was updated in March 2016 as part of an 'Open Government' Initiative.

The PEO also delivers information and updates via our "What's New" newsletter. The newsletter is circulated bi-monthly to over 1,400 individuals. The Office continues to deliver general information to the public through our telephone lines and email box, responding to 799 enquiries.

In addition to the website materials, the Review Services Unit conducts real-time information sessions. The PEO participated in the Human Resources Professionals Association annual trade show and select chapter meetings in Peel, Grey-Bruce, Brockville, Halton, Guelph and Toronto West.

The Commissioner supports the promotion of gender economic equality through outreach and stakeholder relations.

In September 2015, the Commissioner and the PEO together with Ryerson University's Centre for Labour Management Relations co-hosted a pay equity conference that brought together stakeholders to hear speakers from other jurisdictions and to discuss ideas to promote pay equity.

The Commissioner was invited to Berlin, Germany to participate in several workshops and events held by the Business and Professional Women's Club in conjunction with the German government to provide information and advice on pay equity implementation.

In March of 2016, the Commissioner supported the Canadian delegation attending the 60th Session of the United Nations Commission on the Status of Women where she met with representatives from the other provinces and with international counterparts.

In addition, the Commissioner met with and presented to a variety of organizations who expressed interest in pay equity and the gender wage gap. These organizations included:

1. Lean In Canada
2. Catalyst
3. Women in Mining Toronto

The Commissioner was pleased to participate at the World Affairs Conference hosted by Upper Canada College and the International Women's Day Conference hosted by Queen's University.

Over the course of the year, the Office provided pay equity information to 1,754 information session and event participants.

Gender Wage Gap Grant Program

The Pay Equity Office's Gender Wage Gap Grant Program (GWGGP) entered into its second grant cycle in 2015-16.

The GWGGP adds to our understanding of the gender wage gap and how the earning potential of Ontario's working women can be maximized. This benefits working families, the labour force in general and overall economic productivity.

The 2015-16 call for proposals identified two specific priority areas:

1) Actions/research addressing Ontario's gender wage gap; and
2) Actions/research exploring compensation issues and gender inequality in Ontario's emerging workplace conditions.

After a competitive process, three proposals were funded:

1. Dr. Kendra Coulter, along with co-leads, examined Ontario's retail sector and found that:
   - Men are being paid more than women in retail in every occupational category.
   - Men only outnumber women in the highest paying front-line retail position, that of manager.
   - Retail has few full-time positions, but the positions that do exist are disproportionately given to men.

2. Dr. Tammy Schirle, Dr. Ana Ferrer, and Dr. Andrés Arcila-Vásquez focussed on developing a better understanding of what it means to say the gender wage gap is caused by gender differences in occupation. This study incorporated measures of skill requirements within occupations, including social skills, general intelligence, fine motor skills, visual skills, physical strength skills, and analytical skills.

3. Dr. Paul Millar and co-lead Dr. Jane Barker investigated gender inequality among academics with a focus on the promotion process to full professor.

Contributing to Government Priorities

To call attention to the issue of the gender wage gap, the Ministry of Labour marked Equal Pay Day in Ontario on April 16, 2015. Equal Pay Day was acknowleged in the Legislature with a Ministerial Statement.

To support Equal Pay Day, the PEO partnered with the Ontario Human Rights Commission to hold an event that examined the gender wage gap and intersectionality issues, looking at impacts on various communities of women. A summary of this event was shared with the Minister of Labour, the Minister Responsible for Women's Issues and all participants.

In 2015, The Honourable Kevin Flynn, Minister of Labour appointed the Pay Equity Commissioner to the Gender Wage Gap Steering Committee, along with:

- Dr. Parbudyal Singh, Professor of Human Resource Management, York University
- Nancy Austin, former Executive Director of the Ontario Human Rights Commission

- Linda Davis, Past-President of the Business and Professional Women's Clubs of Ontario

The PEO provided administrative and research support for the Gender Wage Gap Strategy as directed in the Terms of Reference for the Gender Wage Gap Steering Committee.

The Steering Committee released a Background Paper and two Consultation Papers – one for individuals and one for organizations. They also engaged in public town hall sessions in 14 locations across the province and held meetings with organizations and experts on specific topics.

Ontario

5. Performance Measures

In 2015-16, the PEO continued to monitor and report on key performance measures as follows:

Program: Pay Equity	Measure	2014-15 Achieved	2015-16 Target*	2015-16 Achieved
Employers, unions and employees work collaboratively to address emerging pay equity issues	Percentage of cases where compliance achieved without order, no contraventions, settled.	94%	85%	84%
Employers take corrective action to become pay equity compliant	Number of pay equity cases resolved.	228	340	302
Program services are delivered in a timely professional, knowledgeable and cost effective manner	Time spent to resolve cases (complaint and monitoring)	72% of cases < 3 years	90% of cases < 3 years	88% of cases < 3 years
	Percentage of complaint cases resolved within 24 months	77%	80%	55%
	Percentage of complaint cases resolved within 24-36 months	4%	10%	37%

*Targets were established prior to in-year changes to staff complement in the Review Services Unit. The results above reflect the organization's operational prioritization to close aging cases faster and resolve more cases than 2014-15. More Orders were issued to expedite compliance. Fewer complaint cases exceeded 24 months for resolution.

6. Pay Equity Office Organization

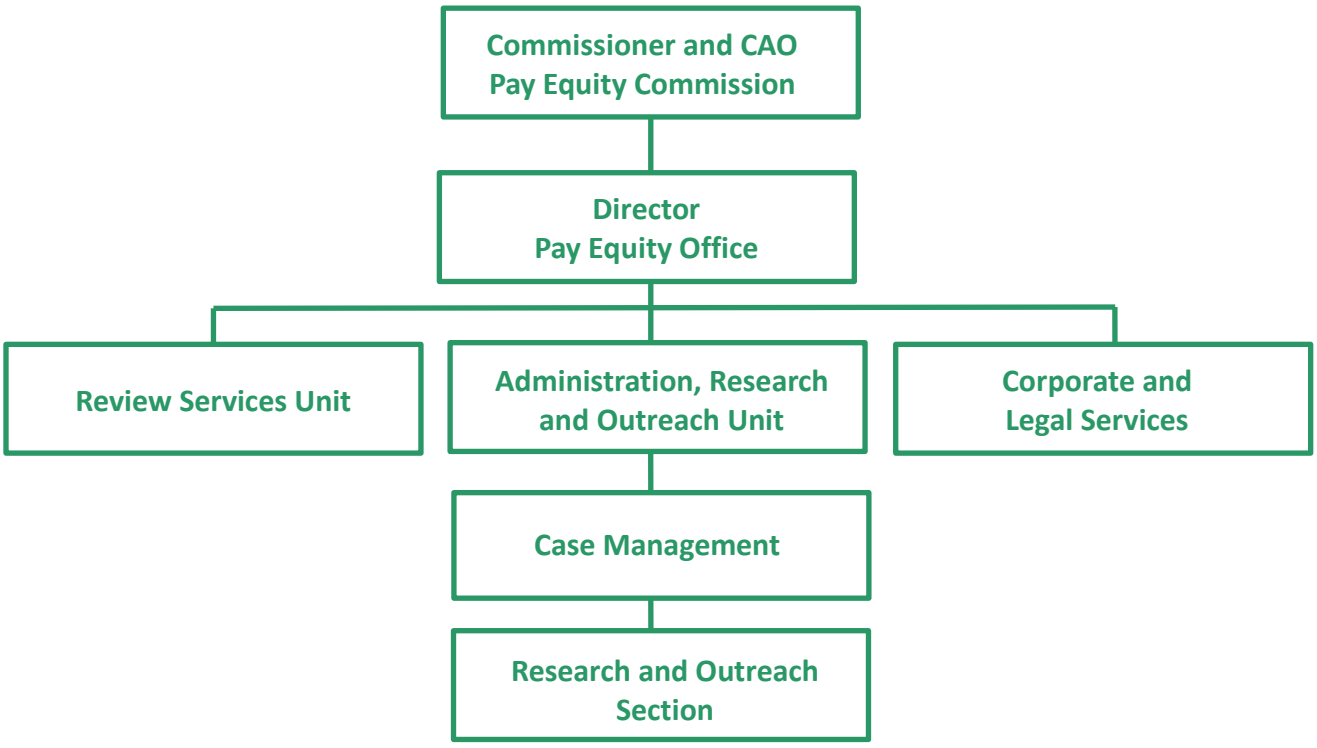
The Pay Equity Office is committed to ensuring an inclusive and accessible environment in which all members of the public have equal access to its services and are treated with dignity and respect, including accommodation required under the *Accessibility Act for Ontarians with Disabilities Act*, 2005 (AODA).

The PEO participates in the Ministry's Diversity and Inclusion Strategy Design and the management team continue to learn about leadership diversity competencies through semi-annual meetings. In keeping with requirements under the AODA, the PEO created a new accessibility policy and a multi-year accessibility plan.

The PEO is also committed to assessing all of its existing policies, programs, guidelines and practices to ensure they are in keeping with the principles of diversity and inclusion.

Staff

The Pay Equity Office consists of 26 Full Time Equivalents (FTEs). The Commissioner is the sole Order-in-Council appointee. For 2015-16, the Office was organized into core operational units with a temporary project team established to support the Minister of Labour's mandate to develop a Gender Wage Gap Strategy.



Unit Descriptions

Commissioner's Office

The Commissioner is appointed by Order-in-Council by the Legislature to act as the head of the PEO and the Chief Administrative Officer of the Commission, as required by the *Pay Equity Act*. Reporting to the Minister of Labour, the Commissioner is responsible for setting the strategic direction of the PEO and, with the assistance of Legal Counsel, ensures that the Office operates within its legislative mandate and in compliance with general administrative law principles.

Director's Office

The Director's Office provides strategic, financial and operational leadership. The Director is accountable for establishing the financial, human resources and procurement policies and practices and ensuring the agency operates according to OPS standards. The Director is responsible for developing and sustaining organizational capacity and ensuring that resources can deliver on program commitments set through approved strategic and operational plans.

Review Services

The Review Services Unit is responsible for the enforcement of the *Act.* The Unit is comprised of 14 Review Officers who provide expertise and handle the investigation of objections to pay equity plans, complaints of contraventions of the *Act*, settlement negotiations, and monitor the pay equity processes.

Administration, Research and Outreach

This Unit was newly established to support the strategic and operational planning necessary to advance gender equality in practical and measureable ways. It provides stakeholder relations and outreach services, including website management and production of statistical reports. This work informs monitoring programs, stakeholder engagement, outreach and education/awareness initiatives.

It also delivers case management system services and case file administration. Its case processing services are critical to PEO's facilitation of transparent, relevant and efficient reporting of case statistics.

Gender Wage Gap Project Team

A temporary project team was formed in 2014-15 to support the Ministry of Labour's mandate to develop a gender wage gap strategy. Throughout 2015-16 this team worked closely with the Steering Committee to provide research and administrative support, as requested by the Minister and set out in the Steering Committee's Terms of Reference.

7. Financial Performance 2015-16

The PEO's annual operating budget is part of the Ministry of Labour's estimates and allocation process and the agency is required to report regularly on its expenditures and planned commitments.

The Deputy Minister of Labour has delegated authority for specific financial and administrative transactions to the Commissioner, the Director and Managers.

The PEO is subject to audit review and expenditure constraints and its managers are accountable for following established management practices and using public resources for authorized purposes.

Management Board of Cabinet advises, through Section 3.5.1 Disclosure of Remuneration in the Agencies and Appointment Directive dated October 2015, that remuneration for appointees be included in the annual report. The Commissioner's annual salary is $167,650. In addition, the Commissioner's expenses have been posted quarterly on the Pay Equity Office website commencing April 1, 2015, as per the Public Posting of Expense Information Guideline (March 17, 2015) by Treasury Board Secretariat.

Fiscal Year 2015-16
(in thousands of dollars)

Account	Year-end budget including lease	Year-end Actuals	Variance (Actuals)	Variance (Percentage)
Salaries & Wages	2,410.7	2,246.3	164.4	*6.8%*
Benefits	273.9	274.2	(0.3)	*-0.1%*
ODOE:				
Transportation & Communication	50.0	46.8	3.2	*6.4%*
Services	366.5	491.0	(124.5)	*-34.0%*
Supplies & Equipment	20.0	21.4	(1.4)	*-7.0%*
Total ODOE	**436.5**	**559.2**	**(122.7)**	***-28.1%***
TP	**50.0**	**42.0**	**8.0**	
Total	**3,171.1**	**3,121.7**	**49.4**	***1.3%***

PEO achieved a variance of 1.3% on its program management estimates and expenditure actuals. This level of expenditure management signalled effective standards for financial controllership. PEO maintained program quality assurance in respect of financial and administrative decisions and transactions.

Ontario

8. Accountability Statement

The PEO Annual Report for fiscal year ending March 31, 2016 is prepared for submission to the Minister of Labour in accordance with the *Agencies and Appointments Directive* (2015) as issued by Management Board of Cabinet.

The Public Accounts of Ontario are annual financial statements that are prepared in compliance with the requirements of Section 13 of the *Ministry of Treasury and Economics Act*. The Public Accounts consist of the financial report of the Government of Ontario and the financial reports of each ministry. In accordance with the Ministry of Labour's *Delegation of Financial Authority Framework,* financial authority is delegated to the agency. Each year, the PEO verifies that all its transactions are reflected accurately and completely in the Public Accounts through the attestation of a Certificate of Assurance.

The Program Review, Renewal and Transformation Plan of the Ministry of Labour, released in the fall of each year, contains the Ministry's mission and accountability statements, the consolidated financial/allocation statements of the Ministry and an annual comparison of actual performance results to desired results set out in the Ministry business plan.

As an agency of the Ministry of Labour, the PEO's Annual Report is subject to the reporting requirements established in the *Agencies and Appointments Directive*, including:

- Financial statements that have been audited or subject to the appropriate level of external assurance
- Analysis of operational performance
- Analysis of financial performance
- Names of appointees and terms of appointments
- Performance measures, targets achieved/not achieved and action to be taken.

9. Appendix 1 – Caseload Statistics

New Cases Opened

Since 2013, the number of investigation cases (applications for review services and monitoring cases) opened at the Pay Equity Office has ranged between 153 and 272.

Fiscal Year	Total	Monitoring	Complaint Applications	Other*
2013-14	153	61	91	1
2014-15	272	177	95	0
2015-16	255	150	96	9

*Pay Equity Hearings Tribunal (PEHT) cases include those cases returned from the PEHT for further investigation and applications for Notice of Inability to Achieve Pay Equity.

Applicant Profile

In 2015-16, 67 per cent of complaint applications received were made by unrepresented individuals. 40 per cent of unrepresented individuals were from the private sector while the remaining 60 per cent were from the broader public sector.

Fiscal Year	**Total Applicants**	**Applicant status** Represented and/or Union	**Applicant status** Unrepresented Employee	**Applicant status** Other*
2013-14	91	63	25	3
2014-15	95	50	45	0
2015-16	105	30	64	11

*Includes employer applications, Notice of Inability to Achieve Pay Equity, plus new cases resulting from PEHT decisions

Workplace Cooperation and Compliance

In 2015-16, 84 per cent of cases concluded without an Order or were found to have no contraventions of the *Act* or were abandoned or were successfully settled. In 2014-15, 94 per cent of cases were similarly concluded.

Of the total cases resolved in 2015-16, 32 (11 per cent) cases proceeded to the PEHT. They were either referred by the Pay Equity Office or taken by the parties disputing a Review Officer's decision.

Ontario

Pay Equity Office Year-end Summary 2015-16

Orders Issued	50
Pay equity adjustments recovered	$6.8 million
Number of employees received adjustments	1,899
Cases Open	
Complaint applications	96
Monitoring	150
Cases returned from PEHT	7
Notice of Inability to Achieve Pay Equity	2
Case Closures	
Complaint applications	89
Monitoring	208
Cases returned from PEHT	4
Notice of Inability to Achieve Pay Equity	1
Case Dispositions	
Compliance without Order	173
Complaint applications decided	56
Withdraws	24
PEO referral Cases to PEHT	22
Parties disputing Review Officers' decision	10