Ontario

Pay Equity Office

Business Plan 2021-24

(Revised November 2021)

Title: Pay Equity Office Business Plan 2021-24

Ce document est disponible en français

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1. Mandate

1.1. Note to Revised Plan

In December 2020, the Pay Equity Office initiated a refresh of its strategic plan to take into account the dramatic environmental changes of 2020. The new planning process was still underway at the time that the Office needed to submit its 2021-24 business plan to the Minister of Labour, Training and Skills Development. Now that the strategic plan refresh is complete, the Office sets out its updated business plan herein.

1.2. Mandate

The Pay Equity Office is a key partner in Ontario's employment and labour system which enables individuals to access the labour market and exchange their skills and talents at a fair rate of compensation. Our work focuses on women, work and gender issues. We have a particular interest in helping women to achieve economic well-being through pay equity. We are also focused on gaining an understanding of gender inequality and discrimination so that this can be remedied.

The Pay Equity Commission (the Commission) was established by section 27 of the *Pay Equity Act*, R.S.O, 1990, c.P.7. Its purpose is to redress gender discrimination in the compensation of workers employed in female job classes in Ontario and to ensure 'equal pay for work of equal value'.

The Commission consists of two separate and independent bodies: The Pay Equity Office (PEO), headed by the Commissioner, and the Pay Equity Hearings Tribunal (the Tribunal), headed by the Chair. Both the Commissioner and the Chair are appointed by the Lieutenant Governor in Council.

Section 33 of the Act sets out the specific responsibilities of the PEO:

> (1) The Pay Equity Office is responsible for the enforcement of this act. R.S.O. 1990, c. P.7, s. 33 (1); 1993, c. 4, s. 20 (1).
>
> (2) Without limiting the generality of subsection (1), the Pay Equity Office,
>
> (a) may conduct research and produce papers concerning any aspect of pay equity and related subjects and make recommendations to the Minister in connection therewith;
>
> (b) may conduct public education programs and provide information concerning any aspect of pay equity and related subjects;
>
> (c) shall provide support services to the Hearings Tribunal;

(d) shall conduct such studies as the Minister requires and make reports and recommendations in relation thereto;

(e) shall conduct a study with respect to systemic gender discrimination in compensation for work performed, in sectors of the economy where employment has traditionally been predominantly female, by female job classes in establishments that have no appropriate male job classes for the purpose of comparison under section 5 and, within one year of the effective date, shall make reports and recommendations to the Minister in relation to redressing such discrimination;

The Minister of Labour, Training and Skills Development represents the PEO and the Tribunal 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 the Tribunal's fulfillment of their mandates, and their compliance with statutes and government administrative policies. The Minister is also responsible for the review and approval of their Business Plans and Annual Reports.

This Business Plan presents the planned activities and accompanying key performance indicators for the Pay Equity Office. It has been prepared in accordance with the Agencies and Appointments Directive and the Guide to Developing Business Plans for Provincial Agencies, June 2020.

2. Planned Activities

In our 2021-22 fiscal and programming year, the PEO will continue to carry out its core statutory mandate, as outlined above, of enforcing the act by monitoring and responding to complaints, and by offering public education and information programs, all guided by the renewed strategic plan.

2.1. New Vision, Mission and Guiding Principles

Through an iterative, collaborative process, the PEO team carefully developed and adopted a new Vision, Mission, and Guiding Principles.

Vision: Make the world a more equitable place for women to work, live, and thrive.

Mission: Closing the gender wage gap.

Guiding Principles:

Listen First
Seek first to understand and genuinely respect others' perspectives.

Serve with objectivity and empathy
Serve one another and the public with intent and awareness.

Welcome the new and different
Seek effective and innovative approaches to deliver our work.

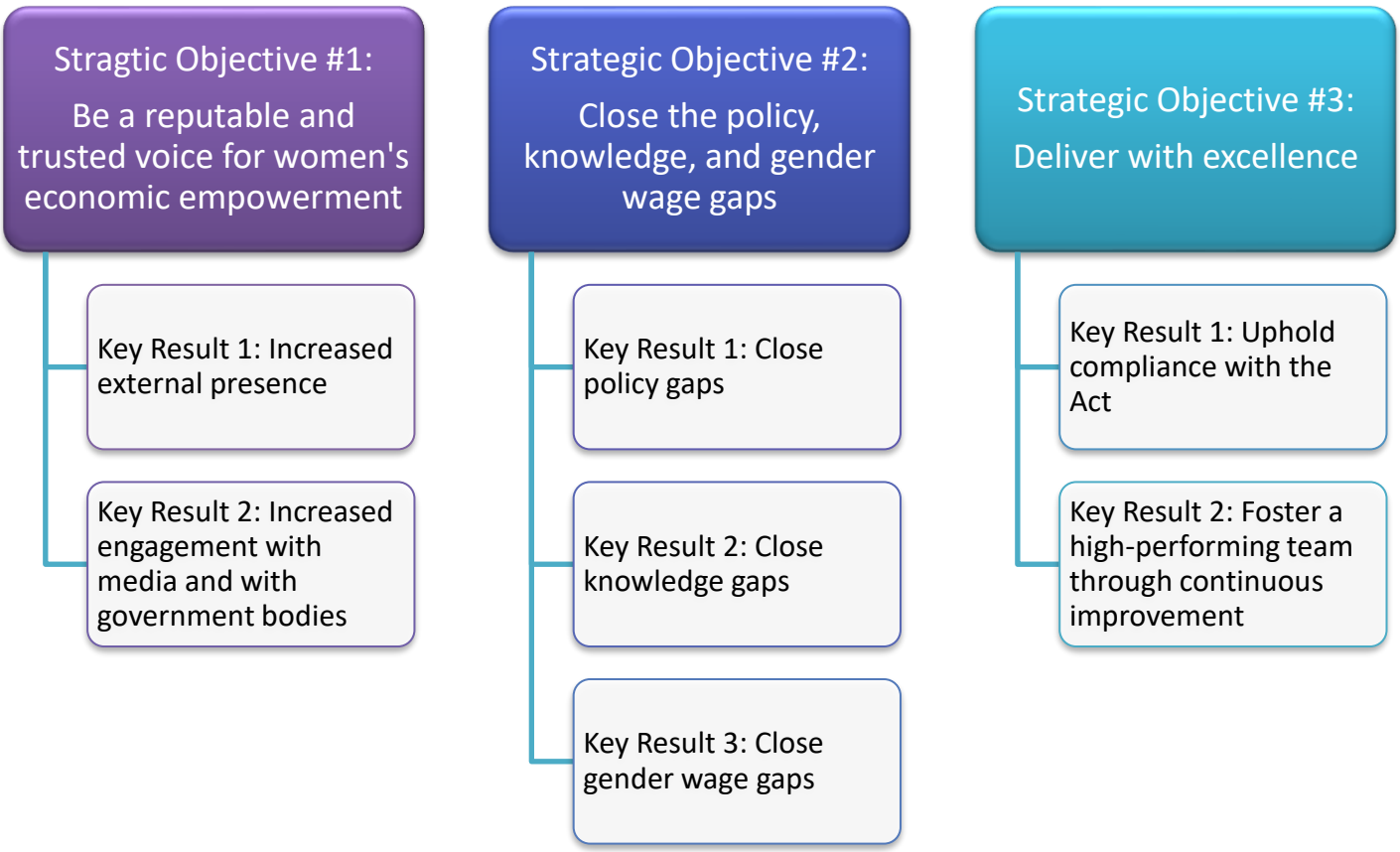
Grow together
We are resilient and overcome hurdles together while keeping our sights set on a better tomorrow.

Engage with passion
Our dedication to our mission is apparent to all.

Demonstrate leadership
We show others the way.

2.2. Strategic Objectives and Key Results

The PEO team defined three strategic objectives to guide its activities for the next three years. Defined key results for each objective will help us know whether we've achieved our objectives.



3. Objectives, Key Results, and Performance Measures

In 2021-22, the PEO will report on achievements against its Objectives and Key Results (OKRs).

3.1. Strategic Objective #1: Be a reputable and trusted voice for women's economic empowerment (Effectiveness)

Key Result **Strategic Objective #1**	**Activity/ies**	**Measure**	**2021–22 Target**	**2022–23 Target**	**2023–24 Target**
1.Increased external presence	a) Public education events	♦ Number of events ♦ Participants express value	♦ 8 events ♦ 60% of respondents rate "Useful" or "Very Useful"	♦ 8 events ♦ 60% of respondents rate "Useful" or "Very Useful"	♦ 8 events ♦ 60% of respondents rate "Useful" or "Very Useful"
	b) Public addresses by Commissioner	♦ Number of addresses	♦ 8 addresses	♦ 8 addresses	♦ 8 addresses
	c) Establish a stakeholder engagement strategy with partnership metrics	♦ Number of partnerships ♦ Diversity of partnerships ♦ Effectiveness of partnerships	♦ Establish strategy, define metrics	*To be updated once strategy developed*	*To be updated once strategy developed*
	d) Review website, develop new metrics	♦ Leverage full potential of website ♦ Increase visitor traffic	♦ Launch updated AODA-compliant website	*To be updated once baseline traffic measures established in 2021-22*	*To be updated once baseline traffic measures established in 2021-22*
	e) Outbound thought leadership contributions across a diversity of publications and media	♦ Number of contributions ♦ Diversity of publications and media	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy	♦ 12 contributions published ♦ Publications reflect target audiences identified in stakeholder engagement strategy
2.Increased engagement with media and government bodies	a) Develop media relations strategy	♦ Reputation with mainstream and niche media	♦ Develop media relations strategy	♦ Number of PEO-initiated media contacts accepted	♦ Increase in number of unsolicited media requests
	b) Collaborate with Ontario ministries,	♦ Number of collaborations with	♦ At least 3 government	♦ At least 3 government	♦ At least 3 government

Key Result **Strategic Objective #1**	**Activity/ies**	**Measure**	**2021–22** **Target**	**2022–23** **Target**	**2023–24** **Target**
	other Canadian jurisdictions, internationally	other government bodies	collaborations (e.g. MEDJCT, MCCSS, MLTSD)	collaborations (TBD)	collaborations (TBD)

3.2. Strategic Objective #2: Close the policy, knowledge, and gender wage gaps (Effectiveness)

Key Result **Strategic Objective #2**	**Activity/ies**	**Measure**	**2021–22 Target**	**2022–23 Target**	**2023–24 Target**
1. Policy gaps	a) Provide thought leadership to optimize policy, program, and legislative instruments to close the gender wage gap	♦ Number of requests for advice and/or submissions	♦ Seek out 3 request or submission opportunities	♦ Seek out 3 request or submission opportunities	♦ Seek out 3 request or submission opportunities
2. Knowledge gaps	a) Help HR professionals be equipped to comply with the Act	♦ Number of requests for training presentations ♦ Number of HR professionals reached	♦ At least 3 training sessions *Baseline reach #s TBD*[1]	♦ At least 3 training sessions *Baseline reach #s TBD in 21-22*	♦ At least 3 training sessions *Baseline reach #s TBD in 21-22*
	b) Partner with intermediaries serving small and micro businesses	♦ Number and reach of intermediary partners ♦ Meaningful, sustainable relationships maintained	♦ 3 new intermediary partners approached	♦ 3 new intermediary partners approached ♦ Previously established partnerships maintained	♦ 3 new intermediary partners approached ♦ Previously established partnerships maintained
	c) Promote deeper understanding of the factors causing persistence of the gender wage gap, and the most effective tools and instruments to address the factors	♦ Take-up rate of PEO's informational resources (website, social media) ♦ Number of thought leadership requests ♦ Partnership base	♦ Increased visitor traffic to the "Learn More" section of the PEO's new website ♦ Increased social media impressions ♦ Seek out 3 request opportunities	♦ Steady increase in take-up rates, social media impressions, number/reach of partners	♦ Steady increase in take-up rates, social media impressions, number/reach of partners

[1] The conversion of professional development events to virtual formats in 2020 led to dramatic changes in event programs and accessibility. In many instances, the number of participants increased significantly where the virtual medium made participation more convenient and less costly. In other instances, organizers have decided to permanently change their event formats to offer more frequent events but with smaller groups. Therefore, the PEO will monitor participant numbers over the first year of this three-year business planning cycle to establish new baseline targets.

Key Result **Strategic Objective #2**	**Activity/ies**	**Measure**	**2021–22 Target**	**2022–23 Target**	**2023–24 Target**
			♦ Growth in number and reach of partners		
3.Gender wage gaps	a) Adopt evidence-based approach to deliver legislated mandate, targeting sectors where research shows the highest potential for impact	♦ Design and implement new proactive compliance programs ♦ Number of businesses supported	♦ Pilot new self-serve compliance tool for small and micro businesses, use pilot results to define baseline and targets	♦ Steady increase in number of businesses reached ♦ Pilot one new proactive campaign	♦ Steady increase in number of businesses reached ♦ Pilot one new proactive campaign
	b) Order employers to comply with the Act as needed	♦ Ensure employers comply with PEO Orders	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT	♦ 90% of payment Orders are fulfilled without requiring the PEO to refer matters to the PEHT

3.4. Strategic Objective #3: Deliver with excellence (Effectiveness and Efficiency)

Key Result **Strategic Objective #3**	**Activity/ies**	**Measure**	**2021–22 Target**	**2022–23 Target**	**2023–24 Target**
1. Uphold compliance with the Act	a) Investigate and resolve complaints under the Act	♦ Timeliness of complaint resolutions ♦ Correctness of decisions and Orders	♦ Review case management practices, procedures, and tools for resolving complaints ♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law	♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law	♦ 80% of complaints are resolved within 18 months ♦ 90% of Orders appealed to the PEHT are found to be correct in law
	b) Design new proactive compliance programs based on behavioural insights	♦ Results of proactive compliance programs	♦ Establish baseline and targets based on pilot results of new self-service tool	*TBD based on design of each new proactive compliance campaign*	*TBD based on design of each new proactive compliance campaign*
2. Foster a high-performing team through continuous improvement	a) Invest in ongoing professional development	♦ Team and individual learning plans	♦ All staff have learning plans ♦ All staff complete planned learning activities	♦ All staff have learning plans ♦ All staff complete planned learning activities	♦ All staff have learning plans ♦ All staff complete planned learning activities
	b) Demonstrate commitment to Guiding Principles	♦ Incorporate as a performance commitment in all staff performance plans	♦ 100% of staff performance plans include commitment to PEO Guiding Principles	♦ 100% of staff performance plans include commitment to PEO Guiding Principles	♦ 100% of staff performance plans include commitment to PEO Guiding Principles
	c) Demonstrate commitment to equity and inclusion in the workplace	♦ Incorporate as a performance commitment in all staff performance plans	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Develop collaborative anti-racism action plan tailored to PEO; begin implementation	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Continue implementation of PEO anti-racism action plan	♦ 100% of staff performance plans include commitment to equity and inclusion in the workplace ♦ Continue implementation of PEO anti-racism action plan

4. Financial and Human Resources

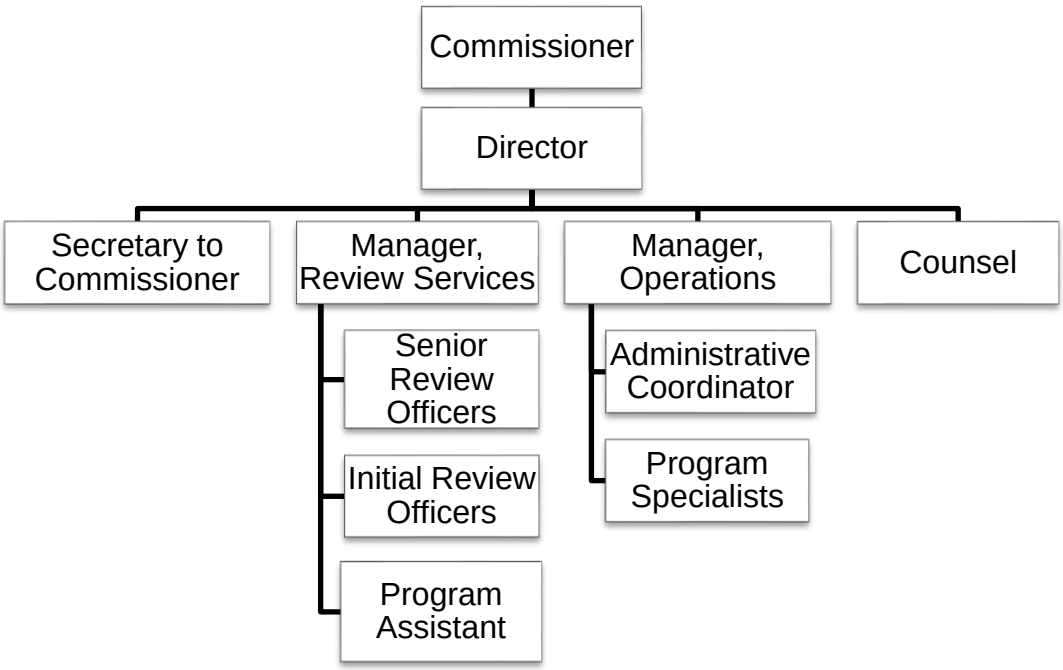
4.1. Three-Year Budget

The PEO's annual operating budget is part of the Ministry of Labour, Training and Skills Development's Estimates and reports quarterly on its expenditures and planned commitments.

Standard Account	2021-22 Expenditure Estimates	2022-23 Preliminary Planning Base	2023-24 Preliminary Planning Base
Salaries & Wages	$2,346,000	$2,346,000	$2,346,000
Benefits	$266,100	$266,100	$266,100
ODOE: Transportation & Communication	$42,800	$42,800	$42,800
Services (Including Lease)	$325,000	$324,800	$324,700
Supplies & Equipment	$20,000	$20,000	$20,000
Total ODOE	$**387,800**	$**387,600**	$**387,500**
Grand Total	$**2,999,900**	$**2,999,700**	$**2,999,600**

4.2. Human Resources

The PEO consists of 24 Full Time Equivalents (FTEs). The Commissioner is the sole Order-in-Council appointee.


Commissioner
Director
Secretary to Commissioner
Manager, Review Services
Manager, Operations
Counsel
Senior Review Officers
Initial Review Officers
Program Assistant
Administrative Coordinator
Program Specialists