



## **AMENDED PAY EQUITY PLAN**

(as required by the Pay Equity Amendment Act (1993) Sec. 14.2)

In 2022 NALSC began implementation of a contemporary job classification tool designed for assessment of management and non-management positions across program areas. As part of that initiative, NALSC also introduced formalized pay bands for pay administration purposes. In late 2022, NALSC partnered with Legal Aid Ontario (LAO) in a compensation study into pay parity between LAO-funded jobs and counterpart jobs at LAO. Implementation of these systems and changes to systems has shifted pay relationships between some jobs and led to implementation of an internal equity pay structure for the organization.

In late 2022 NALSC initiated a restructuring following a new organizational model (NOM). The restructuring has redefined roles and management levels across the organization. It has also resulted in the change of some job titles, has created many new positions, resulted in significant changes to some existing positions and in some job redundancies.

All major work to transform systems and the organization structure has now been completed.

NALSC believes these actions constitute "changed circumstances" as referenced by Sec. 14.2 of the Act. This Amendment has been developed to document the impacts of changed circumstances on relative job values and pay equity comparisons for jobs that existed at April 1, 2022 and for jobs created/modified as new systems and restructuring have been implemented.

This Amended Pay Equity Plan has been developed pursuant to updates to human resource programs and policies implemented by Nishnawbe-Aski Legal Services Corporation (NALSC) commencing in 2022. This Plan replaces any previous Pay Equity Plans prepared for this employee group.

**A. EMPLOYER / ESTABLISHMENT:**

**NISHNAWBE-ASKI LEGAL SERVICES CORPORATION**

**B. JOBS COVERED BY THIS PLAN:**

This Plan is applicable to management and non-management staff working on a regular full-time or regular part-time basis at head office and satellite locations for the above-named employer.



**C. GENDER PREDOMINANCE OF JOB CLASSES COVERED BY THIS PLAN:**

**Female Job Classes At April 1, 2022**

Assessment Officer  
Discharge Coordinator  
Executive Assistant  
Executive Director  
Finance Assistant  
Finance Controller  
Finance Coordinator  
Human Resources Manager  
Indigenous Bail Coordinator  
Legal Aid Assistant  
Legal Aid Coordinator  
Manager of Talking Together Program  
Manager of Victim Witness Program  
Manager Restorative Justice  
PLE & Communication Team Lead  
Receptionist  
Restorative Justice Assistant  
Restorative Justice Program Coordinator  
Restorative Justice SADV Worker  
Senior Assessment Officer  
Staff Lawyer  
Travel Clerk  
TTP Assistant  
TTP Facilitator  
VWP Coordinator  
Victim Witness Liaison Worker  
Victim Witness Liaison Assistant

**Created or Significantly Changed since April 1, 2022**

Admin. Clerk - Talking Together Program  
Administrative Assistant  
Bail Coordinator Lead  
Aftercare Worker  
Client Services Coordinator  
Community Justice Coordinator  
Communications Coordinator  
Community Safety Justice Liaison Worker  
Director of Human Resources  
Director of Justice Programs  
Finance Officer - Accounts Payable  
HRIS/Training Coordinator  
Justice Program Coordinator  
Manager of Finance  
Manager of Legal Aid  
Payroll Officer  
Recruitment Coordinator  
Services Referral Worker  
Talking Together Lead  
Travel Coordinator  
TTP & My Journey Back Home Facilitator

**Male Job Classes At April 1, 2022**

Bylaw Worker  
Community HUB Worker  
Community Legal Worker  
Community Release & Reintegration Worker  
Custodial Maintenance Worker  
Director of Legal Services  
Discharge Worker  
Driver  
Gladue Case Worker  
Gladue Writer  
Guns & Gangs Youth Intervention Worker  
Human Resources Assistant  
Manager of Gladue Program  
PLE & Communications Assistant  
Policy Advisor  
Pre-Charge Worker  
Youth Justice Worker  
Youth Intervention Worker

**Created or Significantly Changed since April 1, 2022**

Bail Navigator  
Bylaw Team Lead  
Director of Finance  
Manager of Alternative Community Justice  
Manager of Facilities & Purchasing  
Manager of Youth Services  
RJ Bylaw Worker  
RJ Justice Program Lead

**Created or Significantly Changed since April 1, 2022**

Manager of RJ Programs – East  
Manager of RJ Programs – West

**Neutral Job Classes**



**D. METHOD OF COMPARISON:**

The method of comparison implemented is a hybrid classification/point tool. This tool is efficient in terms of the need for administrative time for maintenance as jobs change or new positions are created. It also supports both pay and internal equity initiatives.

The NALSC Classification Tool groups positions according to seven different Job Families and 3 or more Job Group Levels within each Family. Job families and Group Levels are as follows:

<b>Job Family</b>	<b>Job Group Levels</b>
Team Support	General Clerical Support (GCS1) General Clerical Support (GCS2) Clerical/Administrative Support (CAS1) Clerical/Administrative Support (CAS2) Administrative Support (AS1) Administrative Specialist (AS2) Facility Support (FS)
Facilitator: Community Member Access	Community Program Worker (CPW1) Community Program Worker (CPW2) Community Program Worker (CPW3)
Facilitator: Legal Deferral	Alternative Justice Worker (AJW1) Alternative Justice Worker (AJW2) Alternative Justice Worker (AJW3)
Facilitator: Legal Process	Legal Program Worker (LPW1) Legal Program Worker (LPW2) Legal Program Worker (LPW3) Legal Program Worker (LPW4) Senior Legal Program Worker (SLPW1) Senior Legal Program Worker (SLPW2)
Specialist	Specialist (SP1) Specialist (SP2) Specialist (SP3)
Manager	Program Manager (PM1) Program Manager (PM2) Functional Manager (FM1) Functional Manager (FM2) Specialist Manager (SM1) Senior Manager (SM2)
Executive	Director (DIR1) Director (DIR2) Director (DIR3) Director (DIR4)

Job Group Levels are based on skill, responsibility, effort and working conditions in keeping with pay equity requirements. Sub-factor degree scales are weighted, permitting comparisons across classifications based on total points.

The factors and the weights of the point method job evaluation tool that supports the classifications are as follows:

<b>SKILL</b>	<b>39.1 %</b>
<b>EFFORT</b>	<b>18.6 %</b>
<b>RESPONSIBILITY</b>	<b>36.7 %</b>
<b>WORKING CONDITIONS</b>	<b>5.6 %</b>



One or more jobs in each Group Level was evaluated by the consultant as a benchmark using the above noted factors. Ratings were converted to point values and point values were summed to arrive at a total point value for each job group. Non-benchmark jobs were slotted into Group Levels based on similarity to the benchmark jobs.

**E. PAY BANDS**

On the recommendation of the consultant, graduating pay bands were used to establish job-to-job comparisons between female and male job classes. For pay equity and wage administration purposes all NALSC job classes that fall into the same Pay Band are paid within the same salary range. The pay bands are:

Pay Band Number	Point Range	
	From	To
1	183	200
2	201	219
3	220	240
4	241	263
5	264	288
6	289	315
7	316	344
8	345	376
9	377	411
10	412	449
11	450	477
12	478	507
13	508	538
14	539	571
15	572	606

**F. PAY RANGES**

Updates to the pay system included the establishment of Step rates between the Minimum and Maximum of the pay range in each pay band. There are four intermediary Step rates in each pay range.

**G. PAY EQUITY COMPARISONS**

Pay equity comparisons are made on the basis of job rates. Job rates include the highest hourly wage for the job class plus the value of any differences in benefits between a female job class and comparator male job classes. No differences in benefits between full-time job classes and part-time job classes were identified. For this reason, comparisons were made on the basis of the highest hourly wage for each job class.

The process for “job-to-job” comparisons set out in the Pay Equity Act is as follows:

- The female job class rate of pay is compared to the rate of pay of the lowest paid male job class in the same pay band.
- If there is no male job class in the same pay band, the female job class rate of pay is compared to the highest paid male job class in a lower pay band.
- If there is no male comparator in a lower pay band with a higher rate of pay, the female job classes must be compared to one or more male job classes on a proportional basis.



The job-to-job approach identified the following comparisons at March 24, 2023:

<b>Female Job Class</b>	<b>Band</b>	<b>Male Comparator Job Class</b>	<b>Band</b>
Executive Director	15	Director of Legal Services	14
Legal Aid Coordinator Manager Talking Together Program Manager Victim Witness Program	9	Gladue Manager	9
Restorative Justice Coordinator	8	Restorative Justice Team Lead - West	8
Discharge Coordinator Executive Assistant Finance Coordinator PLE & Communication Team Lead Restorative Justice SADV Worker Senior Assessment Officer	7	Community Legal Worker	7
Restorative Justice Worker VWP Coordinator	6	Gladue Case Worker	6
Finance Assistant Indigenous Bail Worker TTP Facilitator Victim Witness Liaison Worker	5	Community Release/Reintegration Worker	5
Assessment Officer RJ Program Assistant Travel Clerk	4	Discharge Worker	4

No job-to-job male comparator was identified for the following female job classes:

<b>Female Job Class</b>	<b>Band</b>
Staff Lawyer	12
Human Resources Manager Finance Controller	11
Manager Restorative Justice Programs	10
Legal Aid Assistant Receptionist Restorative Justice Assistant TTP Assistant Victim Witness Liaison Assistant	2

The Pay Equity Amendment Act (1993) provides that where a job-to-job approach fails to locate a male comparator, those female job classes must be compared to male job classes on a proportional basis. Job value and job rate data was used to develop proportional comparisons for the female job classes using regression analysis.



## **H. PAY EQUITY GAPS**

Employees in female job classes were placed into the Pay Band for their job class at the Step rate associated with their years of service in the job. Pay gaps were identified by comparing the appropriate Step rate to the employee's rate at April 1, 2022. If the Step rate was greater than the employee's rate the difference was identified as a pay equity gap. If the Step rate was lower than the employee's rate the employee's rate of pay was identified as equitable.

## **I. PERMISSABLE DIFFERENCES IN COMPENSATION**

Differences in compensation on the basis of service in the job and the practice known as "red circling" as permitted by Section 8 of the Act have been applied in developing this Plan.

## **J. IMPLEMENTATION OF PAY EQUITY ADJUSTMENTS**

Rates of pay for employees for whom a pay equity gap was identified were adjusted to their appropriate Step rate in March 2023. Wage increases were paid retroactive to April 1, 2022.

Employees in the following job classes were eligible for pay adjustments and retro pay providing their rate at March 23, 2023 was below their appropriate Step rate:

- Assessment Officer
- Discharge Coordinator
- Executive Assistant
- Executive Director
- Finance Controller
- Human Resources Manager
- Manager Victim Witness Program
- Restorative Justice SADV Worker
- VWP Coordinator

## **K. INTERNAL EQUITY PAY STRUCTURE**

Effective April 1, 2023, NALSC adopted a proportional Internal Equity pay structure for all management and non-management job classes. This pay system provides for equitable salaries for all job classes regardless of job gender. Internal Equity is not mandated by the Pay Equity Act. NALSC believes internal equity is important to pay fairness for all employees.

Regardless of job gender, employees were placed into the Pay Band for their job class at the Step rate associated with their years of service in the job. Pay gaps were identified by comparing the appropriate Step rate to the employee's rate at April 1, 2022. If the Step rate was greater than the employee's rate the difference was identified as a pay equity gap. If the Step rate was lower than the employee's rate the employee's rate of pay was identified as a "red circle". Red circling means that the employee's rate of pay will be frozen until such time as their wage rate is at or below the appropriate Step rate.

Associated compensation policies have been approved by the board. Jobs that have been created or significantly changed through reorganization and jobs that are created or changed in the future are classified using the same job classification tool implemented for pay equity purposes. Once classified, the pay range for the job follows the range established for that pay band. Employee salaries at hire are established within the pay range for the job. Employees may progress within the pay range based on performance.

A current listing of Job Families, Groups and job classes within groups follows.



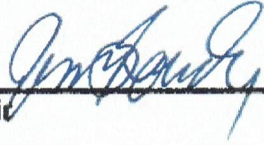
Job Family	Job Title	Pay Band	Job Group Code
Executive	Executive Director	15	DIR3
Executive	Director of Legal Services	14	DIR2
Executive	Director of Finance	13	DIR1
Executive	Director of Human Resources	13	DIR1
Executive	Director of Justice Programs	13	DIR1
Manager	Staff Lawyer	12	SM1
Manager	Manager of Legal Aid	10	PSM2
Manager	Manager of Alternative Community Justice	9	PSM1
Manager	Manager of Facilities & Purchasing	9	PSM1
Manager	Manager of Gladue Program	9	PSM1
Manager	Manager of RJ Programs - East	9	PSM1
Manager	Manager of RJ Programs - West	9	PSM1
Manager	Manager of Talking Together Program	9	PSM1
Manager	Manager of Victim Witness Program	9	PSM1
Manager	Manager of Youth Services	9	PSM1
Comm Access	PLE & Communication Team Lead	7	CPW3
Legal Deferral	Restorative Justice SADV Worker	7	AJW3
Legal Process	Community Legal Worker	7	LPW4
Legal Process	Senior Assessment Officer	7	SLPW2
Team Support	Executive Assistant	7	AS2
Team Support	Finance Officer - Accounts Payable	7	AS2
Team Support	Justice Program Lead	7	AS2
Team Support	Payroll Officer	7	AS2
Team Support	Talking Together Lead	7	AS2
Comm Access	Community HUB Worker	6	CPW2
Legal Deferral	Community Safety Justice Liaison Worker	6	AJW2
Legal Deferral	Pre-Charge Worker	6	AJW2
Legal Deferral	TTP & My Journey Back Home Facilitator	6	AJW2
Legal Deferral	Youth Justice Worker	6	AJW2
Legal Process	Community Justice Coordinator	6	CPW2
Legal Process	Communications Coordinator	6	CPW2
Legal Process	Gladue Writer	6	LPW2
Legal Process	Restorative Justice Bylaw Worker	6	LPW2
Team Support	HRIS/Training Coordinator	6	AS1
Team Support	Recruitment Coordinator	6	AS1
Team Support	Travel Coordinator	6	AS1
Team Support	VWP Coordinator	6	AS1
Comm Access	Services Referral Worker	5	CPW1
Comm Access	Victim Witness Liaison Worker	5	CPW1
Legal Deferral	Guns & Gangs Youth Intervention Worker	5	AJW1
Legal Deferral	TTP Facilitator	5	AJW1
Legal Deferral	Youth Intervention Worker	5	AJW1
Legal Deferral	Gladue Case Worker	5	AJW2
Legal Process	MJBH Aftercare Worker	5	CPW1
Legal Process	Legal Aid Assessment Officer	5	LPW1
Legal Process	Community Release & Reintegration Worker	5	LPW1
Team Support	Admin. Clerk - Talking Together Program	5	CAS2


**I. FOR FURTHER INFORMATION REGARDING THE TERMS OF THIS PLAN:**

**Contact:** Colette Shwetz, Director of Human Resources



**J. APPROVED ON BEHALF OF NISHNAWBE-ASKI LEGAL SERVICES CORPORATION:**

  
\_\_\_\_\_  
Board Chair

  
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Executive Director

Signed at Thunder Bay, Ontario, this 13 day of June, 2024.

**K. PLAN POSTED** this 18 day of June, 2024.

**L. Notice:**

In the 90 days following the date of Posting, employees who have questions or wish more information regarding how pay equity was established for the job they perform should contact the individual named in Section I.

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