

# A closer look at the salary structure



**As part of the renewal of the 2015 collective agreement, labour unions and the Government had agreed to implement a new salary structure which will take effect on April 2, 2019.**

**This will eliminate a large number of longtime inconsistencies and inequities with regard to the remuneration of the 450 job classes which currently exist in our three public networks (school, college and health).**

### A bit of context

The Common Front had agreed to take part in the development of the new salary structure provided that it respect a number of fundamental principles:

- ✓ It had to comply with the provisions of the Pay Equity Act. Therefore, it would not re-establish discriminatory differences against predominantly female job classes.
- ✓ No one would suffer a reduction in pay.
- ✓ The proceedings were not required to grant salary increases for everyone.

### Why agree to a new salary structure?

In the early 2000s, following the work carried out under the Pay Equity Act, unions found that jobs of equal “value” — i.e. jobs in a same ranking, based on their evaluation results — had different pay scales. The starting and maximum salaries were different or salaries had more or fewer steps. Table I provides an example of three occupational groups at Ranking 9 with very different pay scales.

The purpose of the Pay Equity Act is to address inequities affecting predominantly female job classes. These classes, regardless of predominance, may include various occupations from the three networks.

However, the Act did not require that the government address jobs that were predominantly male or gender-neutral. That is why labour unions negotiated agreements to carry out a “great relativity”.

**TABLE I**

**Scales for three jobs in Ranking 9 (on April 1, 2019)**

Executive secretary		Data processing operator		Reprography operator	
Step	Hourly rate	Step	Hourly rate	Step	Hourly rate
				1	\$19.29
		1	\$19.44	2	\$19.96
		2	\$20.11	3	\$20.67
		3	\$20.85	4	\$21.36
1	\$21.68	4	\$21.64	5	\$22.09
2	\$22.35	5	\$22.44	6	\$22.84
3	\$23.05	6	\$23.25	7	\$23.63
4	\$23.75				

## Implementation of a new salary structure

### Step 1

#### Evaluate and rank jobs

To determine the salary ranking of a job class, an assessment of said category must first be conducted using objective criteria. A number of steps are taken, including field investigations, consulting employees and assessing the jobs themselves based on an evaluation system. This determines the ranking of each job.

For all three public service networks, a four-factor evaluation system (divided in 17 sub-factors) was agreed on by the

labour unions and the government when the salary equity program was developed (please see box).

Predominantly male and predominantly female job classes had been assessed during pay equity exercises required by the Act. For gender-neutral occupations, work began following the implementation of a letter of agreement negotiated in 2011. This work continued during the 2015 negotiations<sup>1</sup>.

#### EVALUATION CRITERIA

Our public sector occupation evaluation system is based on four key factors further divided in 17 sub-factors:

##### Effort

- autonomy
- reasoning
- creativity
- concentration and sensory attention
- physical activity

##### Qualifications

- vocational training
- experience and initiation
- maintaining up-to-date knowledge
- interpersonal skills
- physical skills and manual dexterity

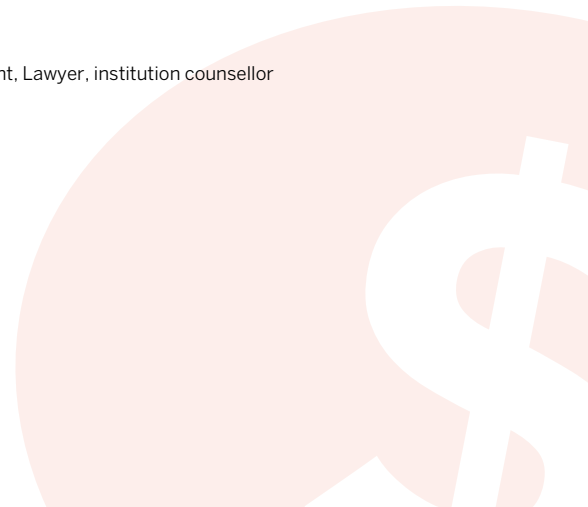
##### Responsibility

- with respect to a program or activity as well as financial or material resources
- with respect to people
- with respect to communication
- supervision and coordination of persons

##### Working conditions

- psychological conditions
- physical conditions
- inherent risks

<sup>1</sup> Some work is still ongoing, namely regarding four gender-neutral categories: Education consultant, Lawyer, institution counsellor and administrative processes specialist.



## Step 2

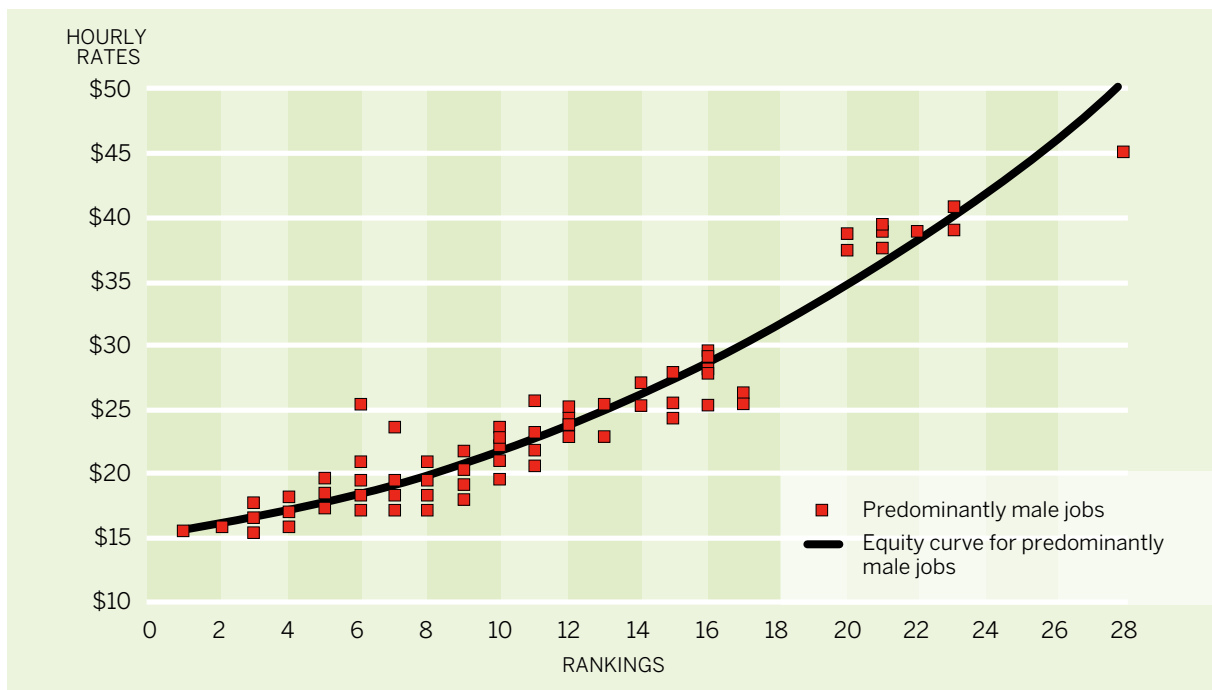
### Determine the scales and maximum salaries

Once the jobs are evaluated and ranked, salary levels for each ranking must be determined. Typically, the higher the ranking, the higher the salary. But what should the difference between each ranking be?

To determine the maximum rates of each ranking, we used the pay equity curve. It illustrates the average distribution of predominantly male jobs according to their ranking (see Figure 1).

**FIG. 1**

### Distribution of predominantly male jobs according to their ranking and 2010 equity curve



The new structure consists of 28 salary rankings<sup>2</sup>:

- rankings 1 and 2 hold a uniform salary rate;
- rankings 3 to 13 have wage scales that range from 3 to 11 steps;
- rankings 14 to 18 have 12-step wage scales. The difference from one step to another decreases, which means that the increase from one step to the next is more significant

at the beginning of one's career than at the other end of the income scale;

- rankings 19 to 28 have 18-step wage scales. For rankings 1 to 8, pay progression occurs semiannually while it takes place once a year for rankings 9 to 18. The difference between steps decreases in value.

<sup>2</sup> The specific scales for teachers from school boards as well as those at the college level were maintained. These exceptions are due to the aforementioned scales' long history of specific developments (implementation of a uniform scale, normal starting salary at step 3 or agreement regarding ranking 23 at the college level).

### Step 3

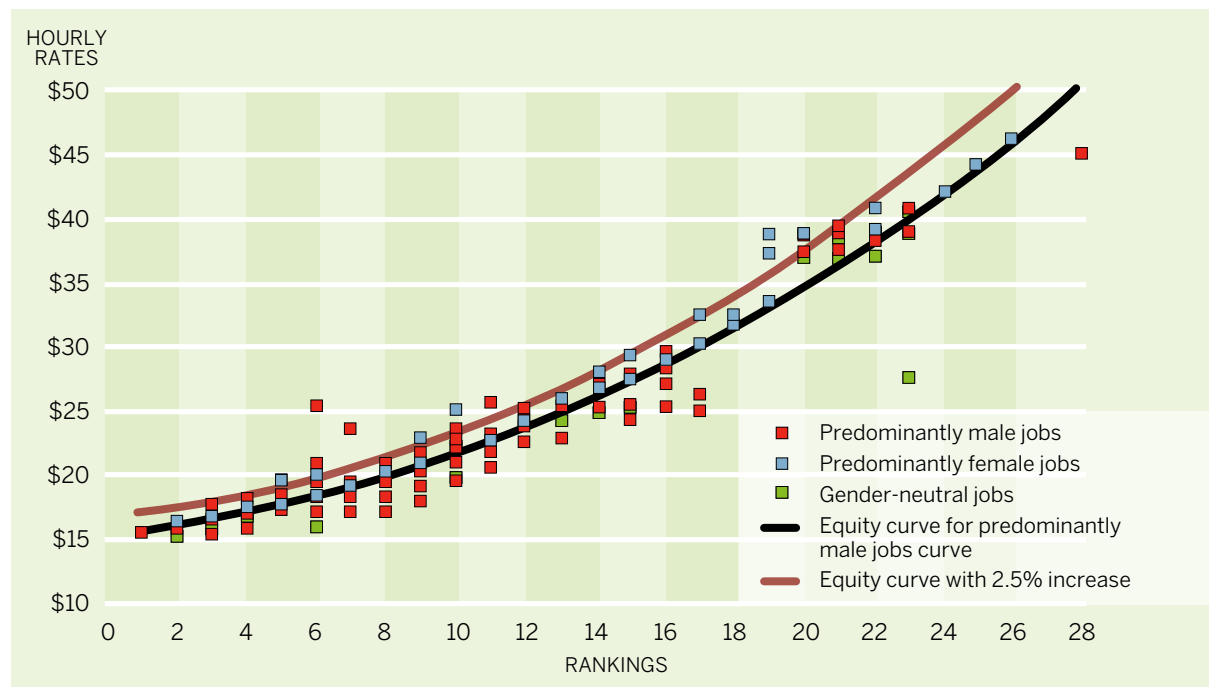
#### Integration into the salary structure

The current distribution of salaries for all occupations in school boards, colleges and throughout the health and social services network is illustrated in Figure 2.

The maximum salary for most jobs is not the same as its counterpart in the equity curve (black curve).

**FIG. 2**

**Distribution of salaries for all jobs based on their ranking and 2010 equity curve.**



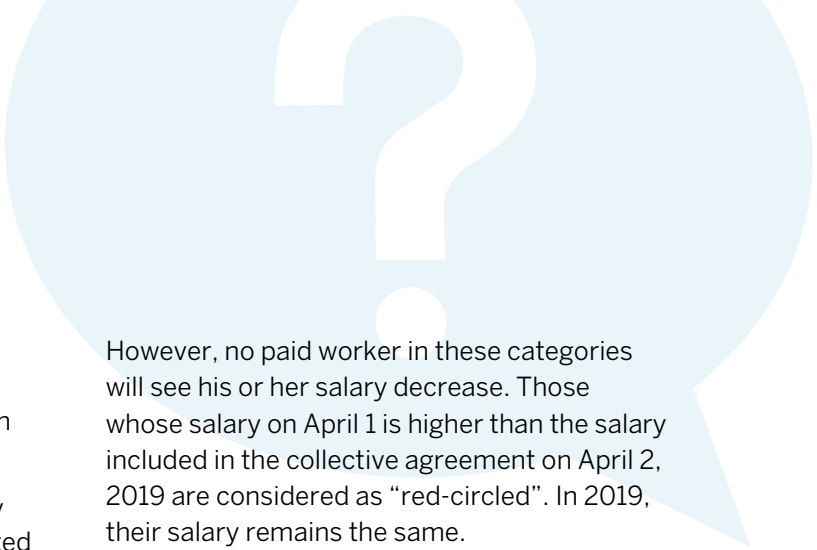
The objective of the salary structure agreed on by all parties is that every job category be fairly compensated. In Figure 2, their salary should be level with the equity curve (black curve), not above or below it.

Though adjustments involving an increase were welcomed, it was important to keep to a minimum the number of jobs that would see their salary decrease. To do so, we negotiated a 2.5% increase of the equity curve so as to reduce the number of jobs above said curve (see red curve in Figure 2).

The salary structure will be implemented on April 2, 2019.

For each public service worker, the integration will go as follows: an individual is integrated into the new structure at the step whose salary is equal to or immediately higher than the employee's salary on April 1, 2019.

This integration method does not preserve the scale the worker had prior to the integration (it can be higher or lower). It does however guarantee that this will not translate in a reduction in pay for anyone.



### What is your situation?

A few examples of this integration are shown in Appendix 1. A simulator is also available on the [monsalaire.lacsq.org](http://monsalaire.lacsq.org) website to learn more about a specific situation.

The individual paid based on a uniform salary rate rather than a salary scale will be integrated into the uniform salary rate which corresponds to the ranking of his or her job class.

As of April 2, 2019, with respect to the job classes with a maximum salary that falls beyond the curve, the salary scale or uniform salary rate which corresponds to the salary ranking will be published in the collective agreements.

However, no paid worker in these categories will see his or her salary decrease. Those whose salary on April 1 is higher than the salary included in the collective agreement on April 2, 2019 are considered as “red-circled”. In 2019, their salary remains the same.

Over the next few years, the clause dealing with “red-circled” categories will be implemented. Consequently, their salary will increase by 50% of the parameter set in the collective agreement negotiated in 2020 and for subsequent years, and by 50% in a lump sum until the gap is closed (see Table II).

**TABLE II**

**Example of the application of the “red-circled” provisions based on yearly 2% raises**

	Hourly rate April 2, 2019	2020		2021		2022	
Structure salary	\$40.00	\$40.80		\$41.62		\$42.45	
“Red-circled” salaried worker		1% yearly adjustment	Lump sum	1% yearly adjustment	Lump sum	1% yearly adjustment	Lump sum
	\$41.00	\$41.41	\$0.41	\$41.82	\$0.41	\$42.45	\$0.21

### Impact of the new salary structure

To assess the impact of the integration into the new structure, two factors must be taken into consideration:

1. First, the immediate impact for each employee. The salary increase, for the various steps, should be evaluated;
2. Second, the impact on the maximum salary of the different job classes. It affects all employees given that it is the maximum salary they will earn once they've reached the top of their salary scale.

#### Across all sectors:

- **4.2%** of the full-time equivalent (FTE) workforce will not benefit from a salary increase during the integration;
- **19%** of the FTE workforce will benefit from an increase of less than 1%;
- **18%** will see their salary increase from 1 to 2.4%;
- **41%** will receive a 2.5% adjustment;
- **11%** will receive an adjustment ranging from 2.6% to 5%;
- **7%** will benefit from a raise of more than 5%.

At the CSQ, 79% of all members will benefit from an adjustment of 2.5% or more.

Obviously, the integration to the structure will have longer-term impacts given that the maximum salary of the jobs involved are adjusted to the curve. Consequently, some individuals may benefit from a very small increase when they are integrated. However, they will also benefit from a greatly improved

future, thanks to the significant increase of their job's maximum salary. The opposite is also possible.

Only 6.5% of all FTE public service employees (some 21,700 individuals) hold jobs that will see their maximum salary decrease. However, it should be noted that no one will have a decrease in salary; in such cases, an employee would be deemed as "red-circled" (see Table III).

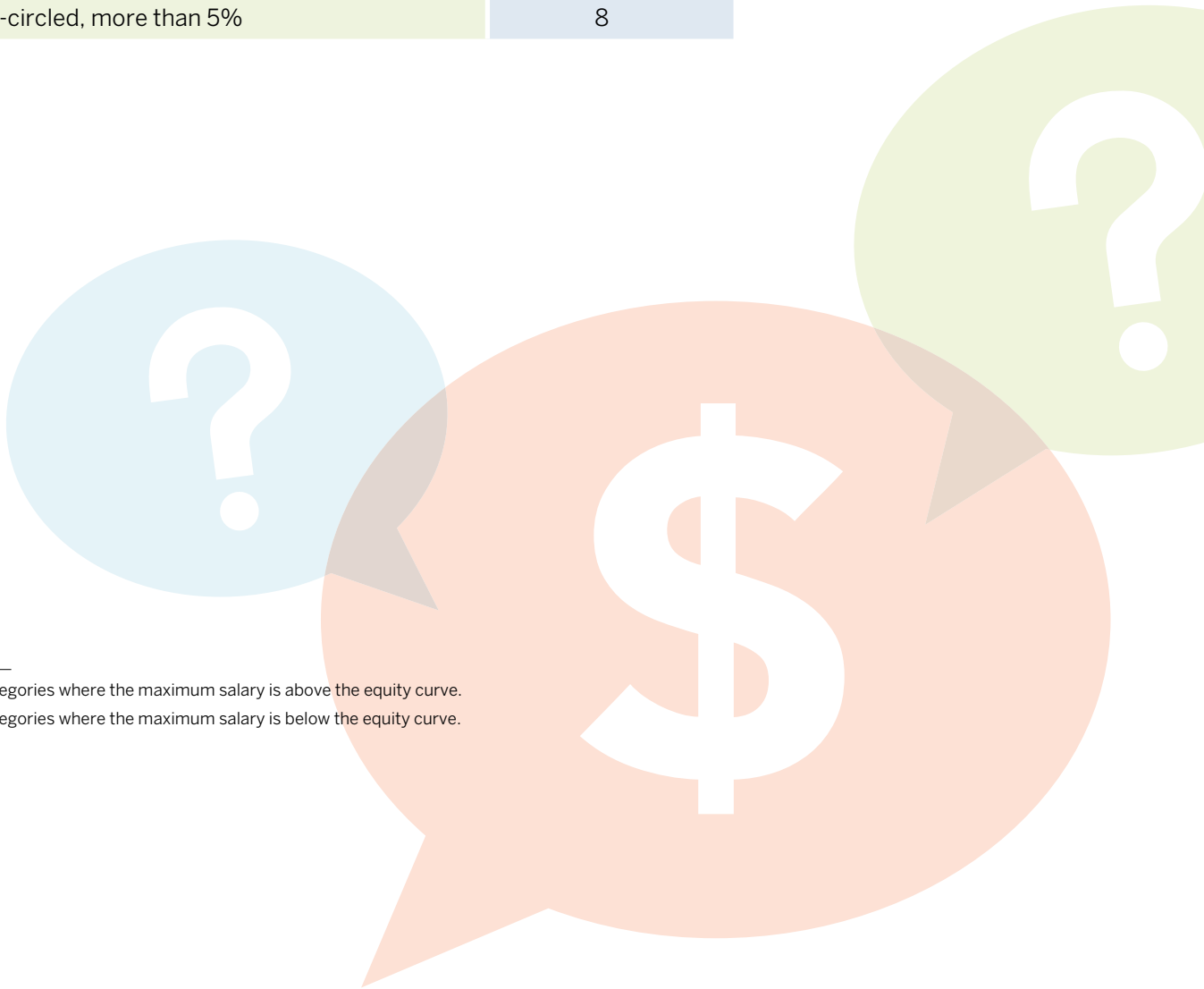
**TABLE III**

**Increase levels during the integration**

Impact on job categories' maximum rates	
Level of increase	% of public service FTEs
Red-circled job categories <sup>3</sup>	6.5
Red-circled, more than 2.5%	1
Green-circled job categories <sup>4</sup>	15
Green-circled, more than 5%	8

<sup>3</sup> Job categories where the maximum salary is above the equity curve.

<sup>4</sup> Job categories where the maximum salary is below the equity curve.



## An important accomplishment

Labour unions in the Common Front have every reason to be proud of their involvement in the development and implementation of a new more coherent structure for Quebec public services.

The public sector in Quebec is in fact one of the first in North America to implement such salary coherence.

Inequities and inconsistencies among jobs, whether predominantly male or female, or gender-neutral, will be significantly reduced. Furthermore, the work carried out by the Common Front with regard to this structure has succeeded in minimizing the drawbacks associated with the 2019 integration, one of our main concerns.

### PROTECTING CAREER EARNINGS

#### The amount of total career earnings is influenced by:

- the length of the scale
- the difference from one step to the next
- the pace of advancement
- the minimum and maximum salary levels

The Common Front's contribution during discussions regarding this structure has helped counteract the many setbacks the employer was attempting to impose on "career earnings".

#### We have ensured the following:

- ✓ for rankings up to and including 13, the number of steps is either maintained or reduced;
- ✓ for rankings 12 and up, the implementation of increments between steps that decrease in value, which results in salaries increasing faster in the early stages of a worker's career;
- ✓ higher uniform salary rates;
- ✓ maintaining a consistent gap within the scale for school board teachers, which allows younger teachers and workers who hold precarious jobs to also benefit from a 2.5% increase;
- ✓ compliance to the provisions of the Pay Equity Act.





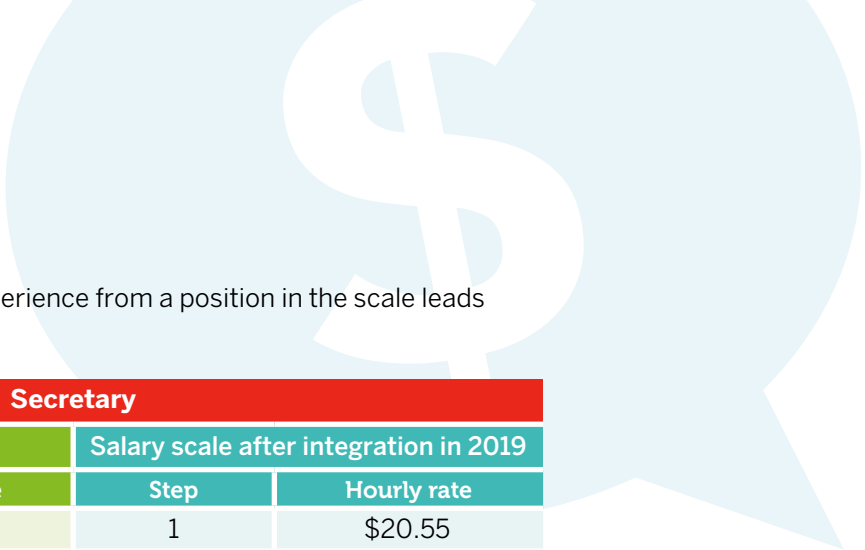
## Appendix I

### A few examples of the integration

In certain cases, the integration leads to an advancement in step.

Day care service educator			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Hourly rate	Step	Hourly rate
1	\$23.11	1	\$21.62
2	\$23.79	2	\$22.16
3	\$24.50	3	\$22.74
<b>4</b>	<b>\$25.26</b>	4	\$23.31
5	\$25.97	5	\$23.91
		6	\$24.52
		7	\$25.14
		<b>8</b>	<b>\$25.79</b>
		9	\$26.47

Clinical nurse specialist			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Hourly rate	Step	Hourly rate
1	\$30.01	1	\$27.40
2	\$30.74	2	\$28.59
3	\$31.48	3	\$29.81
4	\$32.24	4	\$31.09
<b>5</b>	<b>\$33.41</b>	5	\$32.43
6	\$34.64	<b>6</b>	<b>\$33.84</b>
7	\$35.94	7	\$35.29
8	\$37.26	8	\$36.81
9	\$38.63	9	\$38.39
10	\$40.04	10	\$40.06
11	\$41.53	11	\$41.77
12	\$43.06	12	\$43.57
13	\$44.62	13	\$45.44
14	\$46.30	14	\$47.18
15	\$47.99	15	\$48.97
16	\$49.76	16	\$50.84
17	\$51.60	17	\$52.77
18	\$53.49	18	\$54.78



In other cases, disconnecting experience from a position in the scale leads to a decrease.

Secretary			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Hourly rate	Step	Hourly rate
1	\$18.89	1	\$20.55
2	\$19.46	2	\$20.98
3	\$20.00	3	\$21.42
4	\$20.63	<b>4</b>	<b>\$21.87</b>
5	\$21.23	5	\$22.35
<b>6</b>	<b>\$21.86</b>		

Psychoeducator			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Annual salary	Step	Annual salary
1	\$43,765	1	\$46,114
2	\$45,223	2	\$47,776
3	\$46,790	3	\$49,529
4	\$48,415	4	\$51,319
5	\$50,100	5	\$53,182
6	\$51,838	6	\$55,136
7	\$53,632	7	\$57,108
8	\$56,481	8	\$59,190
9	\$58,499	9	\$61,345
10	\$60,621	10	\$63,574
11	\$62,790	11	\$65,875
12	\$65,084	12	\$68,304
13	\$67,483	<b>13</b>	<b>\$70,769</b>
<b>14</b>	<b>\$69,960</b>	14	\$72,979
15	\$72,534	15	\$75,280
16	\$74,317	16	\$77,636
17	\$76,144	17	\$80,083
18	\$80,572	18	\$82,585

Laboratory attendant			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Hourly rate	Step	Hourly rate
1	\$17.47	<b>1</b>	<b>\$20.20</b>
2	\$17.90	2	\$20.53
3	\$18.32	3	\$20.86
4	\$18.77	4	\$21.21
<b>5</b>	<b>\$19.18</b>	5	\$21.55

In such cases, the April 2, 2019 integration does not replace or eliminate the possibility of being granted a normal advancement in step, as provided in the collective agreement. Certain employees having long reached the top of their salary scale will need to reactivate their “hiring anniversary date” to secure a pay progression during the year.

In other cases, workers become “red-circled”, given that their 2018 salary is higher than the salary of the new scale associated with the structure. For instance:

Student academic advisor			
Salary scale in 2018		Salary scale after integration in 2019	
Step	Hourly rate	Step	Hourly rate
1	\$43,151	1	\$45,420
2	\$44,733	2	\$46,954
3	\$46,393	3	\$48,580
4	\$48,154	4	\$50,223
5	\$49,945	5	\$51,958
6	\$51,798	6	\$53,730
7	\$53,789	7	\$55,574
8	\$56,801	8	\$57,492
9	\$58,968	9	\$59,446
10	\$61,228	10	\$61,492
11	\$63,584	11	\$63,610
12	\$66,023	12	\$65,783
13	\$68,576	13	\$68,048
14	\$71,240	14	\$70,039
15	\$74,054	15	\$72,102
16	\$75,873	16	\$74,221
17	\$77,740	17	\$76,394
<b>18</b>	<b>\$79,685</b>	18	\$78,640
		<b>“Red-circled”</b>	<b>\$79,685</b>





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