



# COLLABORATION

Promising practices for working in a pay equity committee

© Her Majesty the Queen in Right of Canada,  
as represented by the Canadian Human Rights Commission, 2021.

Cat. No.: HR4-60/2-2021E-PDF

ISBN: 978-0-660-40700-5

**TABLE OF CONTENTS**

INTRODUCTION..... 2

Promising practices for working collaboratively ..... 2

Resources..... 4

## INTRODUCTION

This document offers **promising practices** on **how to work in a pay equity committee** for the successful implementation of the Pay Equity Act.

The role of pay equity committee members is to work **collaboratively** and through **consensus** to develop a pay equity plan for the workplace.

### Promising practices for working collaboratively

**Collaboration** is defined as “the action of working with someone to produce or create something.”<sup>i</sup>

Pay equity committee members will have to work as a team to develop a pay equity plan for their workplace. Working collaboratively is essential to the success of the pay equity exercise.

Working collaboratively saves time and avoids disputes.

You may use the **promising practices for working collaboratively checklist**<sup>ii</sup>:

<b>1. Create a healthy work environment</b>	
<input type="checkbox"/>	Communicate that senior management supports the pay equity committee
<input type="checkbox"/>	Celebrate and draw on the strengths and expertise of each member
<input type="checkbox"/>	Build trust amongst pay equity committee members
<input type="checkbox"/>	Find common ground
<b>2. Put in place rules and procedures for working together</b>	
<input type="checkbox"/>	Schedule meetings during regular work hours
<input type="checkbox"/>	Start and end meetings on time
<input type="checkbox"/>	Keep meetings focused on tasks
<input type="checkbox"/>	Ensure everyone comes prepared
<input type="checkbox"/>	Commit to not checking or using cell phones
<input type="checkbox"/>	Respect different opinions and perspectives
<input type="checkbox"/>	Strive for consensus
<b>3. Create Terms of Reference for the Pay Equity Committee</b>	
<input type="checkbox"/>	Define the purpose, objectives and functions of the Committee
<input type="checkbox"/>	Decide on a structure
<input type="checkbox"/>	Decide on the frequency of the meetings
<input type="checkbox"/>	Assign tasks and roles to members
<input type="checkbox"/>	Establish quorum – the minimum number of pay equity committee members that there must be at a meeting
<input type="checkbox"/>	Outline voting procedures
<input type="checkbox"/>	Put in place confidentiality of information measures

**Here are some examples of practical tools** that can help promote collaboration amongst pay equity committee members:

- Virtual meetings;
- Email;
- Instant messaging;
- Screen sharing;
- Voice, video, web conferencing;
- Concept mapping (i.e. tools that organize and structure ideas);
- Real-time collaborative editing;
- Webinars; and,
- Discussion boards (i.e. online discussion site where members can hold conversations in the form of posted messages).<sup>iii</sup>

**The benefits of using tools** that support collaboration include:

- Facilitating real-time text, voice, and video communication;
- Assisting in basic project management activities;
- Supporting co-creation by enabling groups to modify documents or come to decisions in real-time;
- Facilitating consensus building through group discussion and polling;
- Simplifying and streamline tasks related to the management of a team; and,
- Enabling the presentation and archiving of completed projects.<sup>iv</sup>

## Resources

For **more information on the Pay Equity Act**, visit the Canadian Human Rights Commission's website at: <https://www.payequitychrc.ca/en>

For more in-depth **information on promising practices** for working in a joint pay equity committee, please explore the following resources.

Aginus, Aaron. HubSpot. "12 Crucial Strategies for Promoting Team Collaboration." Retrieved from: <https://blog.hubspot.com/service/team-collaboration>

Aumais, Nancy, Laflamme Stéphanie and Venne, Catherine. (2012). "Les leviers qui favorisent la collaboration inter-équipes - Synthèse de recherche". Université de Sherbrooke. Retrieved from : [https://www.usherbrooke.ca/gef/fileadmin/sites/gef/documents/synthese\\_projets\\_recherche/2012\\_-\\_Collaboration\\_inter-equipes-rapport.pdf](https://www.usherbrooke.ca/gef/fileadmin/sites/gef/documents/synthese_projets_recherche/2012_-_Collaboration_inter-equipes-rapport.pdf) (French only)

Bika, Nikoletta. Workable. "15 collaboration tools for productive teams." Retrieved from: <https://resources.workable.com/tutorial/collaboration-tools>

Chicha, M.-T. (2008). *Promoting equity. Gender-neutral job evaluation for equal pay: A step-by-step guide*. International Labour Organization. Retrieved from: [https://www.ilo.org/wcmsp5/groups/public/--ed\\_norm/---declaration/documents/publication/wcms\\_122372.pdf](https://www.ilo.org/wcmsp5/groups/public/--ed_norm/---declaration/documents/publication/wcms_122372.pdf)

Deal, Ashley. (2009). "Collaboration Tools". Carnegie Mellon University. Retrieved from: [https://www.cmu.edu/teaching/technology/whitepapers/CollaborationTools\\_Jan09.pdf](https://www.cmu.edu/teaching/technology/whitepapers/CollaborationTools_Jan09.pdf)

Gratton, Lynda and Tamara J. Erikson. (2007). "Eight Ways to Build Collaborative Teams." *Harvard Business Review*. Retrieved from: <https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>

Poitras, Jean and Alain Gosselin. (2015). "Bâtir une culture de collaboration". Retrieved from : <https://ordrecrha.org/ressources/revue-rh/archives/batir-une-culture-de-collaboration> (French only)

Workplace Safety and Prevention Services (2013). "The Effective JHSC". Retrieved from: <https://www.wsps.ca/WSPS/media/Site/Resources/Downloads/The-Effective-JHSC.pdf?ext=.pdf>

---

<sup>i</sup> Oxford Languages.

<sup>ii</sup> Workplace Safety and Prevention Services (2013). "The Effective JHSC", p. 15 and 20. Retrieved from: <https://www.wsps.ca/WSPS/media/Site/Resources/Downloads/The-Effective-JHSC.pdf?ext=.pdf>

<sup>ii</sup> Workplace Safety and Prevention Services (2013). "The Effective JHSC", p.15. Retrieved from: <https://www.wsps.ca/WSPS/media/Site/Resources/Downloads/The-Effective-JHSC.pdf?ext=.pdf>

<sup>iii</sup> Carnegie Mellon University, Eberly Center – Teaching Excellence & Educational Innovation. "Collaboration Tools" Retrieved from: <https://www.cmu.edu/teaching/technology/collaborationtools.html>

<sup>iv</sup> Carnegie Mellon University, Eberly Center – Teaching Excellence & Educational Innovation. "Collaboration Tools" Retrieved from: <https://www.cmu.edu/teaching/technology/collaborationtools.html>