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Taking action



on our priorities

“At our last Federal Council, we adopted a plan of action in order to have the necessary means to continue to improve nurses’ living and working conditions. This plan of action was guided by the orientations adopted at our last convention and, in line with this, delegates at this Federal Council will be invited to discuss ways of pursuing our work and coping with the problems that nurses are experiencing.”

The President briefly presented the main questions on which delegates would receive information: the revision of the Professional Code and the opinion which the Federation presented to the *Office des Professions*, a summary of the briefs presented to the Romanow commission and the Social Affairs Commission hearings on the proposed health card, and the issue of nursing workforce planning.

The President reminded delegates that it was voted, at the last convention, to set up a Youth Committee. *“For the future of the Federation, it is crucial that we attract and keep young people in the profession and that we promote their involvement in their union organization”* and, to this end, the Executive Committee presented the objective, mandates and composition of this committee to the delegation.

Madam Skene also indicated that, during this Federal Council, delegates would be informed of the analysis and orientation proposed in the context of the work to define the “FIIQ TOMORROW.” As you may



remember, this working group was proposed at the last Convention where delegates chose to remain in an independent federation rather than affiliate to a central labour body.

“As for the priority set at the last Federal Council, that is the establishment of a policy to counter violence at work, the plan of action To work in dignity, Taking action and the calendar for its implementation, extending until June 2003, will be presented,” stated the President.

Following the refusal of nurses to extend the collective agreement, the President indicated to delegates that a new calendar, with the steps needed to prepare for the renewal of the collective agreement, would be presented to delegates.

“At this Federal Council, we will deal with issues which are all equally important. On some questions, you will be informed about positions upheld by the Federation before various bodies, while on other questions, decisions will have to be made. As usual, we will take the time needed to take the means to pursue our action,” declared the President at the end of her opening address.

After having welcomed delegates, the President of the Federation, Jennie Skene, reviewed the various questions that were to be discussed during this Federal Council.

AT THE FIIQ

A Youth Committee

At the last Convention, delegates wanted, by setting up the Youth Committee, to bring young nurses to get involved at the various levels of the union structure of the Federation in order that the reality of young people be present in its debates, policies and decisions. Thus, in line with this decision, the delegates at the March 26 and 27 Federal Council adopted the mandate and composition of this committee. However, elections will only be held in June.

Although they are less present in the union structure, young nurses demonstrated, by their participation in local actions, that they are prepared to take an active part, just like their elders, in local actions to defend their living and working conditions. Thus, according to delegates, the Youth Committee should be a place where young nurses can reflect on certain issues, exchange views on the future, express their needs and, above all, propose actions to the various bodies of the organization. Young nurses must be present where the policies are discussed and the decisions made that will shape the future of their living and working conditions... and of their union organization.

Composition and mandate

Composed of five nurses, age 30 years and under, this committee will have the following mandate:

- to promote union activism and the involvement of young nurses in their union organization;
- to inform the Federation about the reality of young nurses, as workers, nurses, women and citizens, and about the difficulties or problems they encounter;
- to respond to the demands for consultation from other committees of the Federation;

- to fulfill all mandates entrusted by the FIIQ Executive Committee or by another decision-making body of the Federation: the Federal Council, Convention.

In the debate on the mandate of the Committee, delegates expressed concern for the situation of young nurses. It is important, it was felt, to take into consideration the needs of those who will take over tomorrow. Relief is essential not only for the health and social services network, but also for the organization.

You are a young nurse under 30? You are interested by this committee? Send your candidacy to the Federation. In early May, an application blank will be available at the local union office. Do not hesitate to run for election.

Nursing Workforce Planning PMOI



A DIFFICULT, BUT NECESSARY PROCESS

If there is one issue that the Federation takes to heart, it is the issue of nursing workforce planning. On the first day of the Federal Council meeting, the Executive officer in charge, Daniel Gilbert, and the members of the Nursing Workforce Planning team, Chantal Pagé and Marjolaine Théberge, presented an overview of the situation.



Political meetings

Daniel Gilbert reminded delegates that the Federation took part in a work session with the ministry of Health and Social Services to prepare a meeting on the organization of work. This meeting was held at the end of January. All the representatives of groups who took part in the *Forum national sur la planification de la main-d'œuvre* were present in order to agree on a common vision of the organization of

work and to establish criteria for the evaluation and acceptance of projects regarding the latter. Thus, projects on the organization of work must meet three broad conditions of utmost importance for the Federation:

- participation of nurses and their union;
- dissociation of this process from the objective of restoring financial balance;
- respect of the provisions in the collective agreement.

Certain criteria were determined for the choice of institutions where the projects would take place: those in greatest difficulty, a pilot institution per region and a few long-term care centres (CHSLD). The ministry allotted funds to help these projects to get started.

Finally, at the beginning of March, the President of the Federation, Jennie Skene, and the executive officer in charge of nursing workforce planning met the Minister of State for Health, Mr. Legault. Both reiterated that it was urgent to:

- take action to improve nurses' quality of life at work;
- set up a vigorous and energetic and structuring plan of action in the institutions of the network;
- to provide additional funds to propose practical solutions.

The Minister said he agreed with these objectives and even said that, if need be, he would make a demand for funds to the *Conseil du trésor*.

Regional meetings

As delegates had decided at the November 2001 Federal Council, regional meetings were held with local union representatives in various regions. Thus, union representatives were able to exchange not only among themselves but also with the members of the Executive Committee and the Nursing Workforce Planning team. They exchanged mainly on the problems encountered in their institutions with regard to their work, their duties and nursing workforce planning. Moreover, the members of the Executive Committee as well as the consultants of the Federation gave information, at various meetings and forums, to representatives of the regional boards, health-care institutions and even the Ministry of Health. Thus, educational material produced by the Federation (nursing workforce planning chart, chart on the organization of work, excerpts of the training session on nursing workforce planning) was presented at these meetings and an explanation was given of how the FIIQ intends to conduct the nursing workforce planning process at the local level.

Local meetings

Daniel Gilbert reminded delegates that since the beginning of the year, the Nursing Workforce Planning team has been working in close cooperation with local teams in order to start the nursing workforce planning process at the local level. Thus, tools to support the nursing workforce planning process were completed and are now available for local teams. Moreover, training sessions on the organization of work will be offered to union representatives to complete or improve their training in order that they have everything in hand for the nursing workforce plan to be a success.

In closing his report, Daniel Gilbert explained: *"Indeed, the situation is dramatic in certain institutions. Indeed, it is sometimes painstaking and difficult, but we must discuss, cooperate and work together. Consultants and members of the Executive Committee do everything in their power and exercise all the political pressure necessary in order for nursing workforce planning to be a success. This is a means by which we will be able to improve and ensure nurses' quality of life at work."* Thus, there will be political meetings at the Quebec and regional levels; the tour of regions should soon be completed and the Nursing Workforce Planning team will pursue its work with local teams in order to get as many nursing workforce planning projects started as possible. We will keep you posted on any developments regarding this issue.

The minute of globalization

In view of informing delegates about the issues related to globalization, the Education-Animation Service held, at this Federal Council as in recent ones, a minute on globalization. This time, the minute on globalization was on the World Social Forum, comparing it with the World Economic Forum: two forums, two world views.

At the **World Social Forum**, held from January 31 to February 4, 2002, there were 51,000 participants from 131 countries: 22,000 women, 17,000 young people, 2,670 union delegates, 100 participants from Quebec. Participants stood for another type of globalization, centred on the human being, respectful of cultures and the environment, based on cooperation, social justice and solidarity. Their programme for discussion:

- THE TAXATION OF FINANCIAL TRANSACTIONS;
- THE SUPPRESSION OF TAX HAVENS;
- FAIR TRADE;
- PARTICIPATIVE DEMOCRACY;
- THE REFORM OF INTERNATIONAL INSTITUTIONS.

At the **World Economic Forum**, held from January 31 to February 4, 2002, there were 3,000 conventioners from the 1000 largest companies: Nike, Microsoft, Monsanto, GM, etc. and a few political and academic leaders. The conventioners upheld economic globalization based on neoliberal policies aimed at the expansion of free trade. Their programme for discussion:

- THE RESTORATION AND SUPPORT OF GROWTH;
- THE REDEFINITION OF THE CHALLENGES OF THE NEW WORLD;
- THE DEFINITION OF THE RULES OF TRADE.

The World Social Forum

"The World Social Forum is an open meeting place for reflective thinking, democratic debate of ideas, formulation of proposals, free exchange of experiences and interlinking for effective action, by groups and movements of civil society that are opposed to neoliberalism (...) and are committed to building a planetary society directed towards fruitful relationships among Mankind and between it and the Earth." (excerpt from the Charter of principles of the World Social Forum)

The Executive Committee Secretary, Chantal Boivin, who represented the Federation at this world forum gave delegates a first-hand account of some of the discussions and debates that took place there. In the last issue of *FIIQ Actualités*, you will find an article on her participation in this major event. A minute on globalization is very little, but be reassured this minute lasted almost 45 minutes and according to delegates: **"It must absolutely be repeated!"**



The rejection of the agreement in principle

Delegates at the Special Federal Council, held on March 13, decided to reject with a 60% vote against, the agreement in principle concluded with the government on the extension of the collective agreements.

If this agreement had been accepted by members, it would have postponed the expiry date of the collective agreements for one year, that is to June 30, 2003. This extension was accompanied with a pay raise of 2% on April 1, 2003, to which would have been added a lump-sum of 2% of the compensation paid between April 1st and June 30, 2003.

An untenable situation

The refusal of the Federal Council to recommend this agreement in principle to members can be explained in large part by the untenable situation that prevails in institutions. For delegates, agreeing to extend the collective agreement boiled down to accepting the current situation. They felt that it is important to seize every opportunity offered to us to let the government know that the status quo is intolerable, and the refusal to extend the work contracts is one such opportunity. Nurses want significant improvements in their conditions of work and practice, and they want them quickly.

After having suffered the many cutbacks imposed by the Federal and provincial governments in view of reaching zero deficit, the law forbidding institutions to show a deficit now maintains the same conditions of practice that nurses decried during the 1999 strike. We could have expected that once the financial balance was reached by the Quebec and Canadian governments, the situation would have improved. It was quite the contrary that happened! Situations of work overload continued to multiply, not to mention the effects of the nursing shortage, amplified by the growing number of nurses on disability.

This vicious circle must be broken and the governments must quickly restore adequate funding for the health and social services network. Both the provincial and the Federal government must be conscious of this need; nurses expect concrete measures to be taken by these two levels of government.

a clear message to the government

Beyond funding: the responsibility of institutions

Over the past years, the FIIQ, its affiliated unions and local representatives multiplied their efforts and interventions in order for measures to be taken in each institution to improve the conditions of work and professional practice. A speedier procedure to deal with complaints presented to the Committee on Nursing, the nursing workforce planning process, local action on the organization of work (ILOT): these are all means which produce concrete results in the short and middle term, and which must be used.

Unfortunately, many employers still refuse to consider nurses and their representatives as the main stakeholders when identifying solutions to work overload, the shortage of nursing workforce and poor work organization. Too busy juggling budgets, many employers think that solutions lie only in money, forgetting that intelligent management of human resources is highly more profitable than mere cost-management!

And now?

Although the current situation may seem to be more and more difficult, delegates nevertheless reiterated their firm determination to pursue the work undertaken over the years. Just

take the stability of work teams: 2,455 full-time positions and 1,137 part-time positions were created between April 1, 1998 and March 31, 2000. Such a result could not have been obtained without the active involvement of local teams.

Similarly, local teams will pursue their work, with the help of the FIIQ, in order to convince their employers of the pertinence of taking part in the workforce planning process, taking action on the organization of work or meeting with the Committee on Nursing to discuss situations of work overload or any other question related to nursing. Let us hope that the employers of institutions reluctant to do something to cope with the current difficulties will come to hear about the success recently obtained with these measures.

In parallel to these efforts at the local level, the work in preparation for the next bargaining round will start rolling.

- **In the coming months**, the negotiating team will continue searching, with the help of the consultants of the FIIQ sectors and services, for province-wide solutions to the difficulties currently encountered, solutions that should be echoed in institutions.
- **Next June**, at the Federal Council, delegates will be called upon to adopt the negotiating structure. Firstly, a decisional structure which will give nurses the means to guide the negotiations democratically, and secondly an information structure which will ensure that information, a crucial element for democratic participation and mobilization, will circulate and be understood.
- **In the fall**, at local general assemblies, nurses will be consulted on the bargaining priorities and contract demands.
- **In January 2003**, the final content of the draft FIIQ collective agreement will be adopted by delegates at the Federal Council.



By rejecting the extension, nurses refuse to put off to later the search for solutions. As the President of the Federation, Jennie Skene, stated during the press conference to announce the refusal to accept the proposal to extend the collective agreements: *"Indeed, what nurses told the government, is that they do no longer want to accept the current situation and they do not want the status quo. The only possible interpretation of this rejection: the short-term implementation of true structuring and promising solutions."*

Putting in default

In the context of the action taken against nurses who did not pay their union dues, the Treasurer of the FIIQ, Lise Martel, informed delegates about the expenses incurred when legal actions are filed. Indeed, such legal procedures involve disbursements (law stamps, fees for messengers, etc.) currently paid by the FIIQ. Whether or not there is an out-of-court agreement afterwards, as soon as legal action is taken, members must pay the expenses thus incurred. These disbursements are therefore added to the amounts claimed from members.

In order to insure that the amounts advanced by the Federation are reimbursed, the following motion was carried by a majority of delegates: *"That all agreements between a member and her union regarding the payment of union dues provide for the reimbursement of the disbursement paid by the FIIQ and that the union reimburse these sums to the FIIQ."* Delegates also voted in favour of the following motion: *"If a member is condemned by the Court to pay the disbursements, that these be reimbursed to the FIIQ by the union."*



Taking action



At the last convention, delegates adopted the general policy to counter violence at work. They also decided that the Federation would support the introduction of the policy, paying particular attention to racial violence. It is therefore in this perspective that, at the November 2001 Federal Council, delegates decided to make the establishment of a policy to counter violence at work a top priority for the coming year.

In order to reach the objectives set by the Federal Council, a working group composed of the consultants of the Status of Women Sector, Occupational Health and Safety Sector and the Education-Animation and Communication-Information services prepared a plan of action, extending until June 2003. The plan of action, presented to delegates, includes several operations: **THE LAUNCHING OPERATION, SIGNATURE OPERATION, AWARENESS-RAISING OPERATION, PREVENTION OPERATION, TRAINING OPERATION AND EVALUATION OPERATION.** Certain activities and events (March 8, May 12, the Annual Occupational Health and Safety Week, Federal Council meetings) will be special opportunities to reassert the determination of the FIIQ and its members to establish the policy to counter violence at work in different institutions.

Here is a brief description of the operations. Each has specific objectives and they can be divided into two main stages. Firstly, there is the broad awareness-raising stage with members and delegates, and then the stage of training and implementing the policy as such. When reading the description of the various operations, you will see that the awareness-raising stage extends throughout the year 2002 and the training-implementation stage will begin in 2003.

LAUNCHING OPERATION:

On December 6, 2001: the Communication-Information Service published a pamphlet defining the various forms of violence: psychological, physical, and discriminatory.

On March 8, 2002: *International Women's Day*, the Federation launched the policy to counter violence at work with the publication of the pamphlet: *To work in dignity: taking action*. We also distributed the poster, *Official statement: a formal commitment*, to be posted on the various care units.

SIGNATURE OPERATION

On May 12, 2002: *International Nurses Day*, local union team members will invite all the parties in their institutions (management, other unions ...) to sign an *Official Statement* that will be a formal commitment on the part of each and everyone to promote *zero tolerance*.

AWARENESS-RAISING OPERATION

This operation began at the **March 2002 Federal Council:** during the second day of the Federal Council meeting, there was a guest speaker, Madam Guadalupe Vento, adult educator in diversity management and intercultural relations. With humour and empathy, Madam Vento alerted delegates to the importance of accepting differences, and spoke of the wealth of diversity and how to deal with intercultural relations on a daily and one-to-one basis. This conference was greatly appreciated by all delegates.

June 2002 Federal Council: In June, all delegates who so wish will have the opportunity of participating in a workshop *From powerlessness to power*, in order to reflect on the main situations of violence and learn practical ways of moving from a feeling of powerlessness to a feeling of power when facing such a situation.

December 2002 Federal Council: A workshop will be offered to delegates who belong to an ethnic minority in view of giving them tools to help them deal with situations of harassment.

March 8, 2002: On *International Women's Day*, the Federation will distribute a publication to all nurses in view of developing intercultural cooperation.

May 12, 2003: *International Nurses Day* will be a good opportunity to organize, around a process to establish the policy, mobilization on a regional basis with a brunch, lunch conference, etc...

PREVENTION OPERATION

May 12, 2002: To support the SIGNATURE OPERATION, we will take advantage of *International Nurses Day* to distribute small OHS prevention capsules. These will be in the form of posters where the various forms of violence will be named. There will also be flyers for posting with messages calling on each person to act responsibly.

June 2002 Federal Council: At this meeting, there will be another OHS prevention capsule. Its content and its form are not yet determined.

2002 Annual OHS Week: In the context of the *Annual Occupational Health and Safety Week*, members will be invited on a walking tour of their institution. With the objective of making the workplace and its surroundings safe, this walking tour will be conducted with a questionnaire in hand for a careful scrutiny of the safety of the premises.

TRAINING OPERATION

December 2002: a specialized training session will be given to labour relations consultants. They will thus be equipped to support local teams working to establish a policy to counter violence.

January to March 2002: there will be a training blitz for status of women representatives and health and safety officers. This training will pursue the awareness-raising work and equip local union activists.

EVALUATION OPERATION

June 2003 Federal Council: The June meeting will be an excellent time to take stock of the operation: *Taking action*. On the agenda of this Federal Council, there will be time for broad discussion. We will then have a good idea of where things are at exactly, in all the institutions affiliated to the Federation, regarding the establishment of a policy to counter violence in order that nurses may finally work in dignity.

FIIQ Tomorrow

In the morning of March 26, before the beginning of the Federal Council, delegates were invited to attend workshops on the document presenting the analysis and orientations for the FIIQ TOMORROW. As you may remember, at the last Convention, the FIIQ TOMORROW working group was given the mandate to analyze the situation and propose a plan of action in view of better adapting the FIIQ to the current context and facing the challenges of the future.

The analysis was based on the data collected essentially from elected officers, at the local, regional and FIIQ level, as well as from the consultants of the Federation and, then, with all the employees of the Federation. The data collection process consisted in identifying difficulties which the FIIQ is facing and drawing out the major problems. From the priorities, identified by participants, emerged the major trends that correspond to the concerns of the vast majority of them. Broken down under the headings of union activism, mobilization, political consciousness, bargaining power and the general climate that prevails at the Federation, the working group presented an analysis and orientations, to serve as a guide in the coming months for the development of a plan of action.

Delegates greatly appreciated the content of the document. Nevertheless, they decided to postpone the adoption of the orientations to the June Federal Council to enable delegates and local teams to take the time to read and discuss the analysis the analysis presented to them.



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***“The implementation of a policy leads nurses to feel more concerned by the quality of their work environment. In addition to solidarity, this requires unfailing vigilance in order to treat those around us with the same respect we expect from others.*”**

The challenge is to succeed, together with the employer, other unions and all the personnel, in making respect an essential value of the organizational culture. Sharing this responsibility is key to implementing zero tolerance in the workplace.”

PAY EQUITY

FINALLY, A GENDER-BIAS FREE PLAN



This new plan is composed of 17 sub-factors and it corrects several shortcomings of the previous one. The characteristics of predominantly-female jobs such as skills in interpersonal relations, simultaneity, updating knowledge and limitative psychological conditions will henceforth be given recognition. The inclusion of these sub-factors will make possible a more accurate and fairer evaluation of predominantly-female jobs.

The table briefly presents each of the 17 sub-factors. A complete presentation of the plan was delivered at the March 13 Federal Council. Delegates were highly satisfied with the plan and said they were confident that the characteristics specific to women's work would now be recognized. A copy of the job evaluation plan was handed out at the Federal Council and it is also possible to download it from the Federation's website: <www.fiiq.qc.ca>, under the heading *Equity, complete equity*.

Before beginning the inquiry with employees, another step must be completed: the parties must agree on the inquiry methodology (method for the collection of data on jobs, the questionnaire, the size of the sample). In the context of these discussions, the parties must ensure that the information obtained through the inquiry will make it possible to evaluate job categories accurately. Not only must we ensure that the right questions are asked (open-ended or closed-ended questions) in the best manner (questionnaire completed alone or in groups, interviews, etc.); we must also ensure that they are posed to a large enough number

A crucial step in the pay equity process was completed on February 25. Indeed, the interunion working committee (Intersyndicale), composed of the FIIQ, CSN, CSQ, FTQ and SFPQ, agreed with the Conseil du trésor on a new job evaluation plan, free of gender bias. These positive results are mainly the result of the concerted work of the five union organizations that compose the Intersyndicale. Never before had the Conseil du trésor agreed to proceed to an in-depth revision of the plan based on 16 sub-factors which it has been using since the end of the 1980s.

of persons in order for the answers to be representative of the various realities of their job category. In the health-care sector and social services sector, these differences can result from the institution's vocation and geographical location, the centre of activities, the work shift, etc.

A sample will therefore be drawn up for each of the 672 job categories of the health and social services sector, education and the public service. The FIIQ represents employees in six job categories, namely: Nurse, Baccalaureate Nurse, Assistant Head Nurse and Assistant to the Immediate Superior, Baccalaureate Assistant Head Nurse and Baccalaureate Assistant to the Immediate Superior, Nurse Team Leader and Nurse in outposts or northern clinics.

The results of this data collection will then be analysed to obtain a score that will make it possible to determine the value of each job category. When the value of all the predominantly-male job categories are known, a comparison can be made and the necessary pay adjustments can be calculated in view of establishing pay equity.

Although this represents a phenomenal quantity of work, the members of the *Intersyndicale* and the representatives of the *Conseil du trésor* keep up the pace in order that everything be completed by December 31, 2002. With this objective in mind, the inquiries are planned to be held before the summer in order that the parties may devote all their energy this fall to analyzing the results and establishing the value of the job categories.



EFFORT FACTOR

Autonomy

This sub factor serves to evaluate the autonomy usually required to perform the duties of the job, plan and organize the work.

Objectives

The objective is to measure the decisional leeway, that is an employee's latitude with regard to how to accomplish the work.

Reasoning

This sub-factor serves to evaluate the reasoning usually required to perform the duties of the job and cope with the situations.

Objectives

The objective is to measure the mental effort required to cope with situations. Are they routine situations or rather complex situations whose main elements are incomplete or uncertain.

Creativity

This sub-factor serves to evaluate the creativity usually required to perform the duties of the job in order to solve the problems inherent to the job.

Objectives

The objective is to measure to what extent it is necessary to depart from the usually ways of doing things in order to cope with situations and solve problems.

Comments

This new sub-factor should make it possible to account for this typical aspect of predominantly-female jobs.

Knowledge updating

This sub-factor serves to evaluate the knowledge updating needed as a result of technical changes (new equipment, new work techniques, ...) administrative or legislative changes (new regulations, new instructions or policies, ...) or scientific changes (new research, discoveries, ...).

Objectives

The objective is to measure the impact of the evolution of knowledge on employment and the frequency of changes.

Comments

Women are often present in fields of activity where knowledge is constantly evolving. By introducing this sub-factor, this characteristic of predominantly-female jobs will now be measured.

Concentration and sensory attention

This sub-factor serves to evaluate the concentration and sensory attention usually required to perform the duties of the job. Effort may be deployed to carry out an in-depth analysis or reflection on a specific question or problem or by the obligation to use intense sensory attention. Sensory attention may call upon one of the five senses or more than one sense at a time. Involuntary interruptions, (being obliged to change activities in process and to resume it later) distractions and simultaneity (performing several activities or operations at the same time) are elements that are taken into consideration in this sub-factor.

Objectives

The objective is to measure these three aspects (intensity, interruptions/distractions and simultaneity) to determine a score by taking into consideration their multiplier effect.

Comments

These three aspects are often present in predominantly-female jobs, but never before was their combined effect examined in such detail.

Physical exertion

This sub-factor serves to evaluate the physical exertion inherent to the performance of the duties of the job during a normal work day.

Objectives

The objective is to measure the intensity of the various types of physical effort listed, their frequency and their length to determine a score that will reflect these three aspects.

Comments

Great care was taken to include types of physical exertion that are more specific to predominantly-female jobs such as repetitive gestures, a stationary position and others.

RESPONSIBILITY

FACTOR

Responsibility for a programme or an activity, and financial or material resources

This sub-factor serves to evaluate the responsibilities related to the job or programme, an activity, financial resources or material resources, taking into consideration their impacts on the organization, its personnel or users.

Objectives

The objective is to measure the responsibility for material and financial resources or the contribution to reaching the objectives of the programme or activity.

Comments

Predominantly-female jobs are often characterized by responsibilities with regard to reaching results while predominantly-male jobs are characterized by responsibilities for material or financial resources. By combining these two types of responsibilities in the same sub-factor, we have a more accurate evaluation of jobs.

Responsibility for persons

This sub-factor serves to evaluate the responsibilities related to a job regarding the mental or physical well-being of other persons in the performance of the duties of the job.

Objectives

The objective is to measure the contribution to the health and safety of others, but also whether the gestures or decisions can affect their physical or mental integrity.

Comments

Predominantly-female jobs often have responsibilities with regard to health and physical integrity. By measuring this responsibility from the positive as well as negative angle, we have an accurate measure.

Responsibility for supervision and coordination of persons

This sub-factor serves to evaluate the responsibilities related to the job for activities and work of other persons, paid or not.

Objectives

The objective is to measure the nature of the supervision and coordination work as well as the number of people involved.

Comments

Supervision, a very masculine approach, was modified in order that this sub-factor may better reflect the nature of the responsibilities often assumed by women with regard to the work of other persons.

Responsibility for Communications

This sub-factor serves to evaluate the responsibilities regarding communications related to the job, whether written, verbal or non-verbal, taking into account the target interlocutors and their characteristics, the goal of the communication and the context in which it takes place.

Objectives

The objective is to measure the nature of the communications as well as the place of communications in the employee's work.

Comments

Often, those who hold predominantly-female jobs are given responsibilities for communication. By measuring the place occupied by communications in their work, we ensure that this aspect of their responsibilities is given fair consideration and true value.

QUALIFICATIONS

FACTOR

Professional Training

This sub-factor serves to evaluate the basic, general or specialized knowledge that is required to perform the duties of the job.

Objectives

The objective is to measure, on a scale extending from the 3rd year of high school to the post-doctorate, the pertinent level of professional training.

Experience and Initiation

This sub-factor serves to evaluate minimal post-graduate experience required for the normal performance of the duties of the job. This experience is acquired on the job, in any related or similar work or in any other pertinent work or life experience that enable the employee to acquire normative or practical knowledge. It includes necessary minimal familiarization.

Objectives

The objective is to measure the period of time before the normal performance of duties.

Comments

Several predominantly-female jobs are characterized by the fact that the public and parapublic sectors offer the only job openings. It is therefore crucial to measure previous experience (characteristic of predominantly-male jobs) as well as that acquired during employment (characteristic of predominantly-female jobs).

Skills in Interpersonal Relations

This sub-factor serves to evaluate skills in interpersonal relations that are needed to perform the duties of the job. Skills in interpersonal relations refer to skills to intervene with individuals or groups. Skills may differ depending on the type of interaction that must be established in the performance of the duties of the job, and can be expressed by actions or gestures, or by body language (postures, facial expressions), or by the tone of the voice, the words or expressions used.

Comments

This new sub-factor will make it possible to measure this very important aspect of predominantly-female jobs.

Physical Skills and Manual Dexterity

This sub-factor serves to evaluate the physical skills (simultaneity, coordination or opposition of movements) and the manual dexterity necessary for the performance of the duties of the job. Fine motor skills as well as muscular control of several parts of the body are elements which are taken into consideration in this sub-factor.

Comments

The new measure of this sub-factor will make it possible to consider on the same footing all situations where physical skills and manual dexterity are required, whether with a tool or instrument, characteristic of predominantly-male jobs, or when no instrument is used or when a person is moved, which is characteristic of predominantly-female jobs.

WORKING CONDITIONS

FACTOR

Material Conditions

This sub-factor serves to evaluate the limiting material conditions in which the duties of the job are performed.

Comments

Special care was given to include the specific constraints of predominantly-female jobs, such as those pertaining to asepsis or a restricted work area.

Psychological Conditions

This sub-factor serves to evaluate the limiting psychological conditions in which the duties of the job are performed.

Comments

This new sub-factor will make it possible to measure this aspect which is very present in predominantly-female jobs.

Inherent Hazards

This sub-factor serves to evaluate the hazards which could affect mental or physical integrity, encountered in the normal performance of the duties of the job, taking into consideration the danger of the situations and of exposure to these.

Comments

This new sub-factor will make it possible to take into account the hazards for physical health, which are related to predominantly-male jobs, but also mental health hazards, a characteristic of predominantly-female jobs.

