



Renée Caron

Pay Equity Expert

Academic Qualifications

Master of Science (with Merit), Public Policy and Administration, London School of Economics and Political Science (2004)

Bachelor of Laws, Dalhousie University (1994)

Areas of Expertise:

- 2018-

Proactive pay equity implementation

Ms. Caron established the pay equity program responsible for implementing the new *Pay Equity Act* in the core public administration. Ms. Caron established the employer's proposed approach for pay equity negotiations on several elements. Ms. Caron led the employer's pay equity readiness activities, including chairing several meetings with bargaining agents. She has been working as a pay equity consultant since 2023, supporting diverse clients—from government entities, to associations, to employers—to implement pay equity plans and educating their stakeholders about pay equity.

- 2010-2023

Pay equity complaints

Renée Caron led the employer's response to pay equity complaints against the Treasury Board of Canada Secretariat, one by compensation advisors, another by survey interviewers, and two others by financial officers. Ms. Caron oversaw the employer's participation in successful negotiations of a settlement of the survey interviewers complaint. Ms. Caron oversaw the employer's role in the litigation of the other two complaints, including development of affidavits and review of expert evidence. Ms. Caron negotiated with the bargaining agent in one of the financial officers complaints to establish parameters for a joint pay equity study aimed at resolving the complaint; she led the employer's participation in mediation of contentious issues in the joint study.



- 2016-2018

Pay equity policy and legislation

Ms. Caron led the development of the federal *Pay Equity Act* for the Treasury Board of Canada, including on critical parameters such as the concepts of employer and employee, multiple pay equity plans, job class, gender predominance, value of work, calculation of compensation, comparison of female-predominant and male-predominant job classes, pay equity adjustments, unfair practices and gender neutrality of the process.

Summary of key areas of expertise:

- general approach to pay equity, including “policy capturing” approach
- gender neutrality at all steps
- linkages of pay equity elements
- number of pay equity plans
- establishment of job classes
- determination of gender predominance, including stereotype test
- approaches for value of work determination and how to mitigate error
- equal line and equal average methods of compensation comparison
- pay equity negotiations

Work History

2023-

Principal, Renée Caron Consulting

- Providing expert pay equity advice to clients and serving as an expert witness

2023-

Equal Pay Commissioner, Legislative Assembly, Northwest Territories

- Promoting awareness and understanding of the right to equal pay for work of equal value; investigating complaints

2010-2023

Senior Director, Pay Equity, Treasury Board Secretariat of Canada

- Responsible for leading employer’s response to pay equity complaints, developing pay equity policy and legislation, and establishing the program for proactive pay equity



2004-2009

Director, Senior Personnel Secretariat, Privy Council Office

- Responsible for Governor in Council (GiC) Appointments, and GiC Appointee Leadership Development and Performance Management

2001-2003

Legal Counsel, Privy Council Office

- Legal counsel to the Task Force on HR Modernization, which led the modernization of the *Public Service Employment Act*, the *Public Service Labour Relations Act* and the *Financial Administration Act*

1999-2000

Legal Counsel, Canada Industrial Relations Board

- Legal advice to members of the Board

Key Projects

Defence of *Melançon v. Treasury Board* pay equity complaint (2013-2014) involving several thousand employees. Led the employer's response. The complaint was dismissed.

Defence of *Hall v. Treasury Board* pay equity complaint (2015) involving several thousand employees. Led the employer's response. The complaint was dismissed.

Settlement of *Public Service Alliance of Canada v. Statistical Survey Operations and Treasury Board* pay equity complaint (2016) involving over 20,000 current and former employees. Obtained mandate for settlement; oversaw the Treasury Board's role in negotiations. The complaint was settled.

Played a leading role in the development of Canada's *Pay Equity Act* (2015-2017).

Negotiated an agreement to conduct a joint pay equity study with the Association of Canadian Financial Officers (2019) in relation to a pay equity complaint involving more than 10,000 current and former employees.

Developed comprehensive pay equity procurement documents for the Treasury Board of Canada, as the employer of federal public servants (2023).



Publications & Presentations

(Forthcoming) Caron, R. "Policy Capturing: The Faster Method of Valuing Work With Deadlines Looming" (Infonex, December 2023)

Caron, R. "Pay Equity 101" (Ontario Agri Business Association, November 2023). Available upon request.

Caron, R. *Employment in the Federal Public Service*, (Canada Law Book, 2001) (cited by the Federal Court of Canada and the Supreme Court of Canada)

Caron, R. "Merit in Staffing: the Principle and the System", *Canadian Labour & Employment Law Journal*, Autumn 2002 (vol. 9, no. 3)

Other information

Secret security clearance

Fluent in French and English