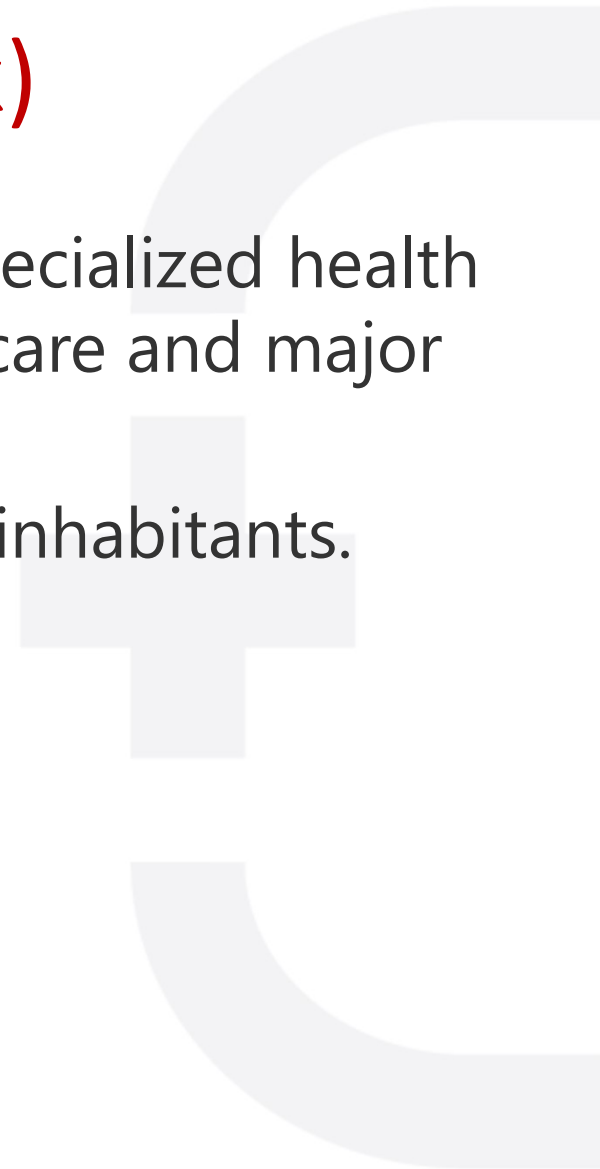# Equal pay certification
Akureyri hospital

Directorate of equality 27.10.2022
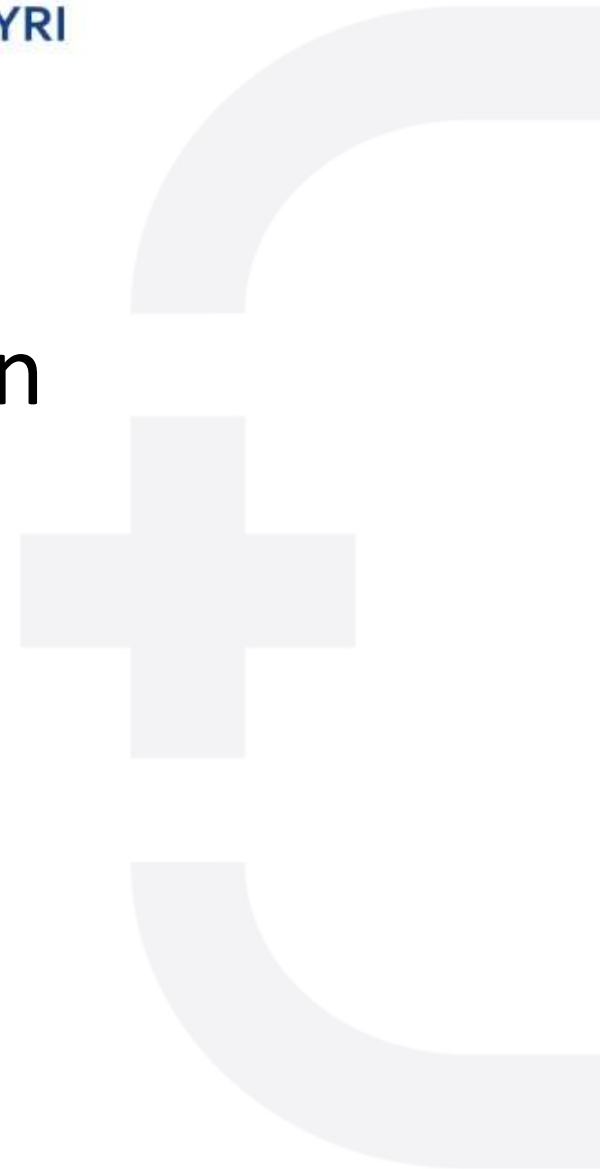
Akureyri hospital (SAk)

- Akureyri Hospital provides general and specialized health care services, which focus on emergency care and major specialty treatments.
- The hospital's catchment area has 40,000 inhabitants.
- The hospital has around 700 employees

The road to equal pay certification in SAk

- Implementation group:
  - Þóra Þorsteinsdóttir
    - *Project manager, human resources consultant*
  - Haraldur Hjaltason
    - *External consultant*
  - Hulda Ringsted
    - *Human resources manager*
  - Bjarni Jónasson
    - *CEO*

Our journey - SAk

– Initial assessment – what do we have?

- Certified quality system

- Job descriptions

- Organizational agreements for most unions

- Good framework for wage decisions

- Special payroll system for managers
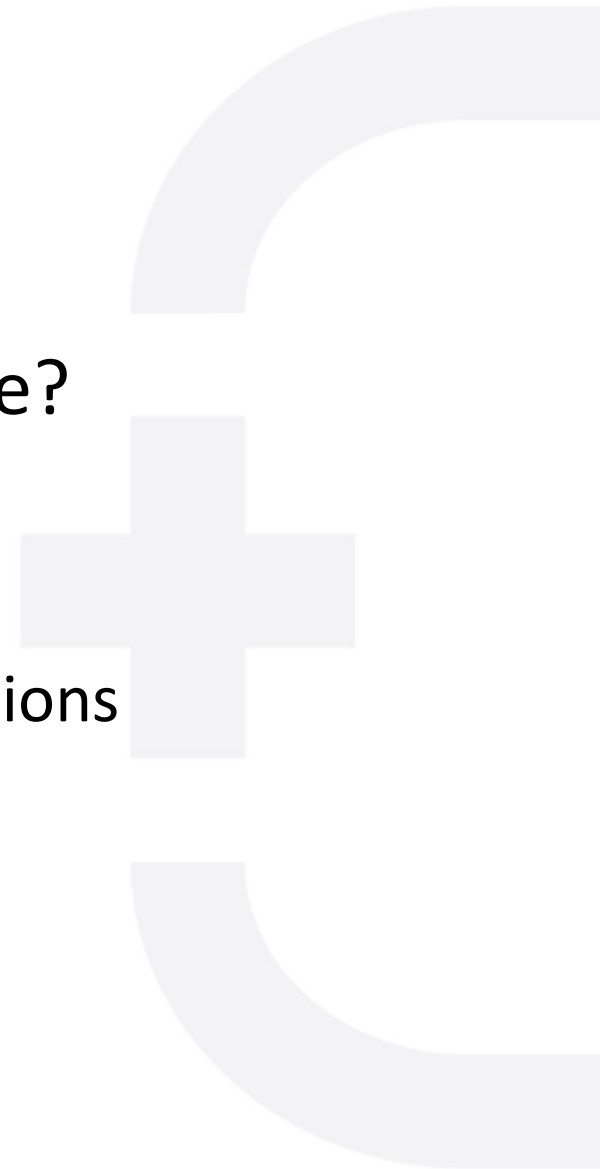
Our journey - SAk

– What needed to be worked on?

  • Educate the employees involved in the implementation of the equal pay system

  • Update the equal pay policy for SAk

  • Making new quality documents in accordance to the requirements of the equal pay standard

    – Create a framework around the existing wage setting

    – Improve the framework where it was missing

  • Find and choose a method to evaluate all jobs according to the same system.

    – SAk decided to go the same way as Landspítali and use The NHS job evaluation handbook which was adapted to the Icelandic environment

What is NHS job evaluation handbook?

- A detailed description of job requirements in 16 assessment components with progressive step divisions - divided into 5 supercategories
  - Responsibility
  - Independence
  - Education and training
  - Skills
  - Environmental
- Used here as a job evaluation system, not a salary generation system

Then what?

We needed to evaluate all jobs with the NHS system and split them into groups of jobs families

- Managers and directors
- Office and technical work
- Clinical jobs that require a license
- Jobs that require a university education
- No education requirement
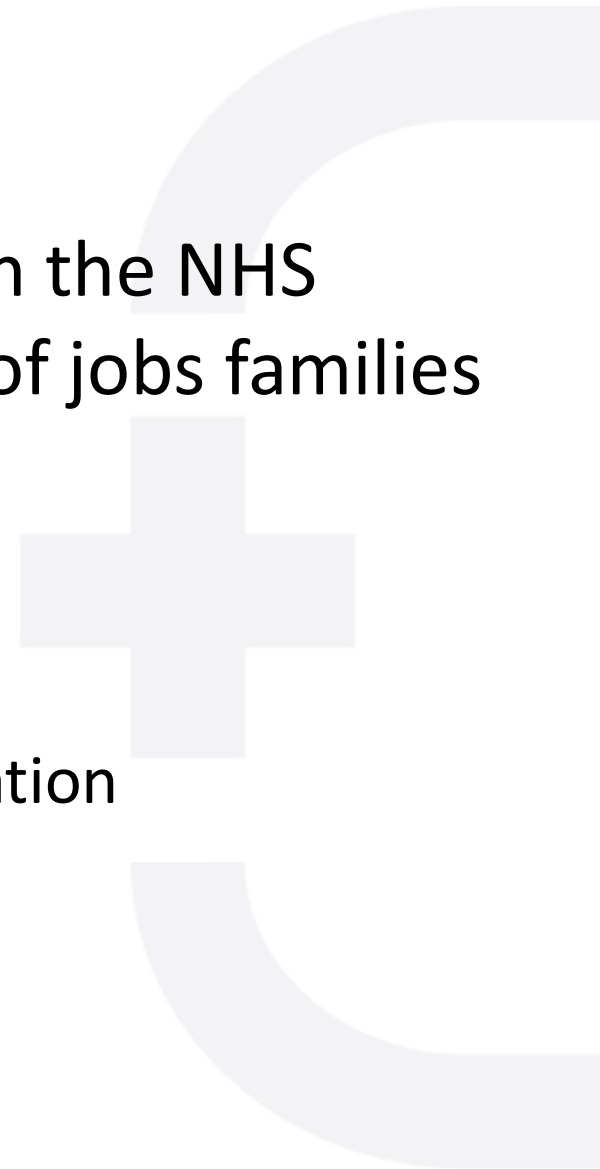
Pay analysis

- We decided to use the system Pay Analytics to do the pay analysis for SAk.
  - We have used it twice
- Now we are switching to another system called Qlik and will use it for the first time now
  - The reason we are switching to Qlik is that Qlik is a digital dashboard that pulls data from other systems we use and displays it graphically
  - It will also make it easier for us to do pay analyzes more regular as there is less manual work that needs to be done than in the Pay Analytics system.

How did we get the certificate?

- We made contract with BSI Iceland which is certification body here in Iceland

- They came to verify that our equal pay system met the requirements of the equal pay standard.

- When the certification body had accepted our system the Directorate of equality was informed and SAk was authorized to use the equal pay symbol

What obstacles did we face?

- How are we supose to do this? There was a lack of proper guidance from the government

- The HR system was not providing enough information to use in the pay analysis

- Time – the job evaluation was very time consuming and we didn't have any extra staff

- We met a lot of resistance from the doctors in SAk and the Medical Association.

  – They were completely against the decision that SAk was going to use the same method to evaluate theyr job like all other jobs in the hospital, therefor they didn't want to take any participate in the evaluation for doctors job

What do I think?

- Good
  - It was interesting to evaluate all the jobs and understand them better
  - It is necessary to analyze whether the salary difference is relevant or not
  - Wage setting has been better framed
  - More restraint and fairness in wage setting
- Bad
  - A lot of work in the implementation of the equal pay standard because a lot of documentation is required
  - No funding came from the government to implement the system
  - Little support from the government for the implementation
  - I find the standard itself unreadable

Is there something I would do differently?

- I would try to simplify the system
- I would use simpler and fewer assessment components when evaluating jobs
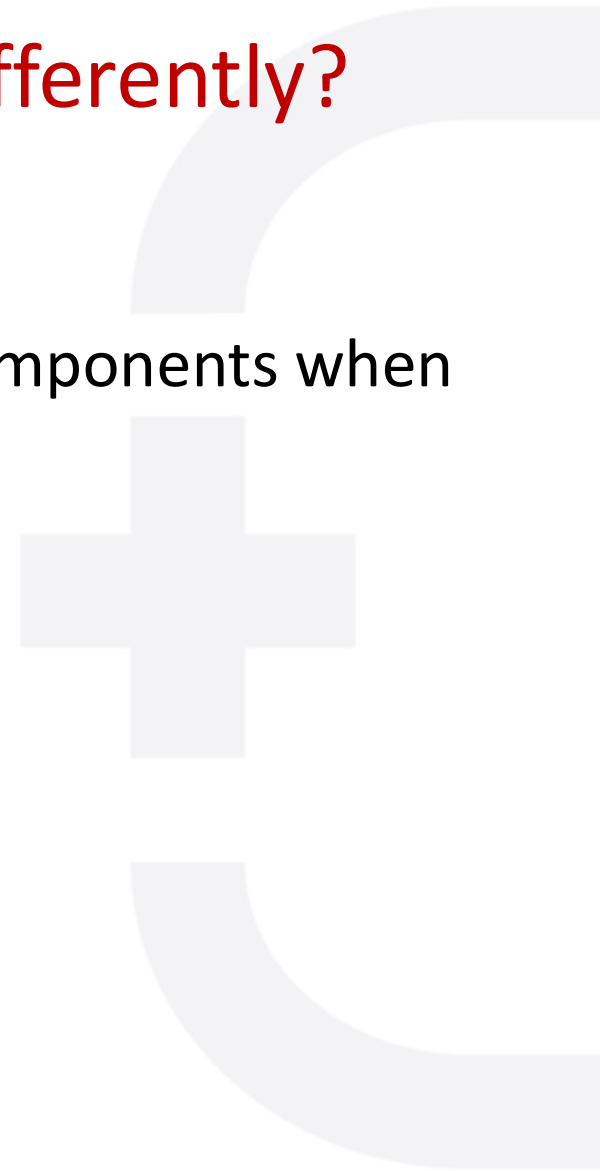
Implementation of the equal pay system

PLAN
- Project plan
- Status analysis
- Select and train the right people
- Equal pay policy

DO
- Job evaluation system
- Job classification
- Pay analysis
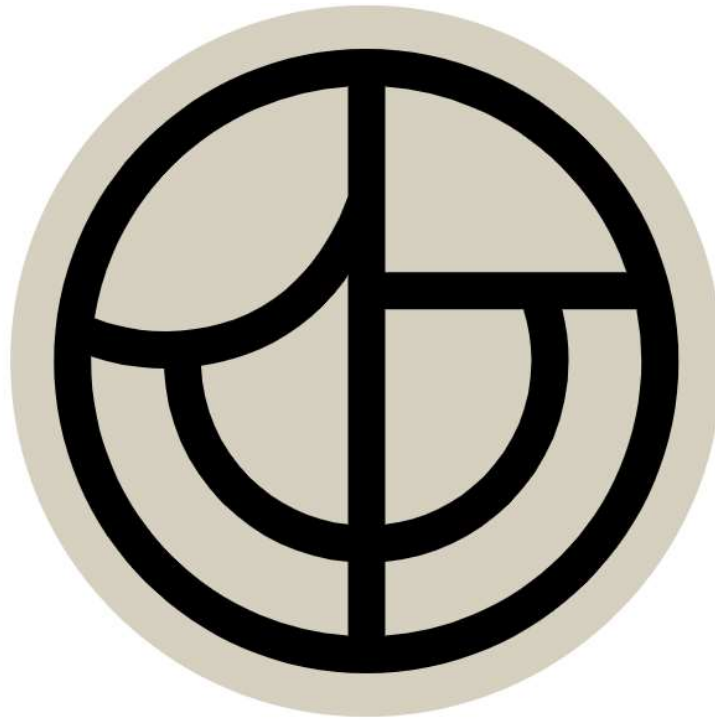- Quality system implementation

CHECK
- Management review
- Annually certification process

ACT
- Improvement projects
- Implement management training and a quality culture
- Internal audits

EQUAL PAY
CERTIFICATE
2020 - 2023