

IN THE MATTER OF AN ARBITRATION  
BETWEEN  
**THE REGIONAL MUNICIPALITY OF YORK**  
    (“the Region” / “the Employer”)  
    - AND -  
**CANADIAN UNION OF PUBLIC EMPLOYEES**  
    **And its LOCAL 4900**  
    (“the Union”)  
CONCERNING POLICY GRIEVANCES ON JOB EVALUATION  
**Team Lead, Facilities Services (25-PY-1161)**

Christopher Albertyn - Sole Arbitrator

APPEARANCES

For the Union:

Tracey Henry, Counsel, Wright Henry LLP  
Yin Kot, Counsel, Wright Henry LLP  
Jane Realmo, Local Vice-President  
Loreta Clozza, Unit Chair for Courts, Corporate, and Finance  
Nina Benbihi, Lead Steward  
Blair Coombs, National Representative  
Bobby Nand, National Representative

For the Employer:

Carolyn Kay, Counsel, Hicks Morley  
Jordynne Hislop, Counsel, Hicks Morley  
Emily Tom, Director, Total Rewards and Employee Wellbeing  
Marilyn Labine, Manager, Labour and Employee Relations  
Olympia Brunato, Compensation Specialist  
Elaine Fok, Compensation Specialist  
Jennifer Chong, Compensation Specialist  
Sabrina Makarenko, Labour and Employee Relations Specialist

Hearing held by videoconference on December 5, 2025.

Award issued on April 22, 2026.

## **AWARD**

1. This award concerns a Union policy grievance over the job evaluation of the **Team Lead, Facilities Services** that was not resolved at the parties' Joint Job Evaluation Committee (JJEK) (Grievance 25-PY-1161).
2. I am appointed as arbitrator pursuant to the parties' Interim Job Evaluation / Pay Equity Maintenance Protocol (the Maintenance Protocol) of May 31, 2024.
3. The Job Evaluation Tool, described as the Manual, governs the joint job evaluations done by the parties in the JJEK. Each sub-factor in the Manual describes "the regular and recurring responsibilities in the role", not what is exceptional.
4. A primary role of the JJEK is to apply the relevant factors across the whole Region so that new evaluations are consistent with prior evaluations. This is to ensure that jobs are rated in a manner that is internally coherent across the Region such that equal work will generate equal pay.
5. The work of the Team Lead, Facilities Services is detailed in the job description, dated February 2024. The information provided by the parties includes willsay statements that give further clarification of the Team Lead's roles and responsibilities.
6. The job description reads as follows:

### **POSITION PURPOSE**

This position is responsible for supporting the daily operations and audit of contracted facilities services providers to ensure service level requirements are met, participating in and leading the administrative and technical

support for projects, preparing summary and cost analysis reports and drafting documents on contracted services issues; and preparing and coordinating of information and documents for the purpose of purchasing goods and services for review. This position also provides guidance, training, mentoring, coordinates, schedules and reviews work of assigned staff.

### **MAJOR RESPONSIBILITIES**

- Collaborates/works with stakeholders and follows the corporate strategic leadership, planning and direction related to this function.
- Reviews facilities services requests from internal and external clients; assesses the requirements of the requests and determines best course of action in order to ensure that services provided meet established standards.
- Prepares and executes work orders based on service level requirements as well as information and requests provided by internal and external partners.
- Coordinates and conducts periodic field investigation at Regional properties to monitor and audit the coordination, quality and delivery of services; prepares site-audit documentation; escalates identified issues to management where appropriate.
- Participates and assists in quarterly vendor management program evaluation.
- Responds to and resolves concerns and complaints when required (property damage caused by contractors, deficiencies, service level complaints and concerns etc.); escalates to management where appropriate.
- Assists the Supervisor with projects; monitors and reports on project progress; compiles information and data, organizes materials, schedules meetings, takes minutes and provides project and program support; provides technical expertise and prepares summary reports regarding status of projects.
- Supports the daily operations of the contracted facilities services, ensuring service levels are maintained.
- Assists with the development and revision of procedures, best practices, standards, service requirements and contract scope of work based on changes to customer requirements, legislation, new products, services and

process improvements.

- Participates on capital project workgroups and provides input on contracted facility services as required, and coordinates the commissioning and decommissioning of services, when required.
- Reviews building and landscape drawings, provides feedback on project development/requirements to the project lead.
- Meets with service providers and client groups, ensuring clarity in understanding of the statement of work of and coordinates the implementation of the services.
- Assigns work to staff related to facilities services on projects as defined by the Branch.
- Coordinates and prepares the scope of work for procurement documents, developing site drawings and obtaining costs estimates, prepares award documents, inspects for completion, conducts closeout activities, and processes invoices as needed.
- Develops, prepares and maintains contracted facilities services inventory drawings; identifies their locations and serviceable areas for both internal use and retention; and for use by Contractors for acquiring and coordinating services.
- Coordinates and conducts vendor kick-off meetings to assist with onboarding a new vendor and to set service expectations.
- Liaises with internal and external contacts such as, but not limited to, Facilities, Operations and Maintenance team members, consultants, contractors, other municipalities, government, and non-government agencies and the public to disseminate information, and to gather additional data or communicate operational goals and objectives.
- Develops communications to staff regarding the delivery of contracted services; works with Corporate Communications and departmental communication groups regarding any communication drafts.
- Prepares documents for the purpose of procuring goods and services for services within the signing authority of the Manager and Supervisor; obtains cost information, prepares cost summary and award documentation.
- Prepares purchase requisitions for the execution and issuance of purchase orders.
- Schedules training activities for Facilities Services Coordinators on standard operating procedures, where required.

- Provides guidance, training, mentoring, leads the coordination of project work, and provides a preliminary review of work completed by the Facilities Services Coordinators on the team, as required.
- Responds to inquiries and resolves concerns, as appropriate.
- Ensures that services provided meet Regional customer service standards.
- Participates on committees, and work groups as assigned.
- Handles information in accordance with legislation and corporate standards.
- Performs other duties as assigned, in accordance with Branch and Department objectives.

*The above information on this job description has been designed to indicate the general nature and level of work performed by employees within this classification. It is not designed to contain or be interpreted as a comprehensive inventory of all duties and responsibilities, required of employees assigned to this job.*

## **EDUCATION AND QUALIFICATION REQUIREMENTS**

- Successful completion of a Post-Secondary School Certificate (1 year or more) in Business Administration or related field or approved equivalent combination of education and experience.
- Successful completion of the professional certification programs of the National Institute of Governmental Purchasing Inc. (NIGP) or Purchasing Management Association of Canada (PMAC) or Ontario Public Buyers Association (OPBA) Principals of Procurement or demonstrated experience and knowledge equivalent to the skills acquired through the completion of the program.
- Minimum four (4) years' experience in reviewing site plans and building drawings for a variety of buildings, coordination of contracted facilities services for large commercial/residential facilities, including experience preparing reports and processing invoices in a project-based environment.
- Proficiency in fundamentals of AutoCAD.
- Advanced skills in virtual platforms and MS Office Suite, and relevant computerized operational systems and software.
- Ability to read and interpret floor plans and landscaping drawings.

- Valid Ontario Class "G" Driver's license and a reliable vehicle for use on corporate business.
- Knowledge of project management and contract management.
- Knowledge of facilities related contracted services and quality assurance practices.
- Knowledge of related Legislation, Regulations and Standards.
- Demonstrated ability in corporate core competencies.
- Strong ability to develop relationships and work in a welcoming and inclusive environment, where diversity is celebrated and where everyone can develop to their full potential.
- Ability to work independently to prioritize workload and meet competing deadlines.
- Ability to work outside regular business hours, as required.

7. The JJEC was able to agree upon the scoring of some of the job evaluation sub-factors, but the members of the Committee could not agree on the following six sub-factors:

- 6. Technical/Professional Knowledge & Skills – Union Score: 4;  
Employer Score: 3
- 10. External Communication – Union Score: 4; Employer Score: 3
- 11. Innovation & Continuous Improvement – Union Score: 4; Employer  
Score: 3
- 15. Independence of Action – Union Score: 4, Employer Score: 3
- 16. Responsibility for Decisions – Union Score: 4, Employer Score: 2
- 19. Manual Dexterity – Union Score: 2; Employer Score: 1.

8. The parties accept that the following positions are comparators to be considered in determining the disputes between the parties:

- Team Lead, Corporate Audio-Visual Services

- Procurement Coordinator
- Contract Administrator
- Facilities Services Coordinator.

9. In this decision I am asked to decide upon the appropriate rating for one of the six disputed sub-factors, viz. No.16 – Responsibility for Decisions.

10. Item 16 of the Manual is Responsibility for Decisions.

### RESPONSIBILITY FOR DECISIONS

Measures the responsibility or accountability for:

- ♦ **decisions, actions, advice or counsel** required by the job
- AND* the resulting **consequences** on
- ♦ **organizational effectiveness;**
  - ♦ the planning and choices **of others**; and
  - ♦ the reputation of York Region.

|          |                                                                                                                                                                                                                 |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> | The results of the decisions, actions, advice or counsel affect <b>my own job</b> and may <b>occasionally</b> affect the work of one or more other jobs.                                                        |
| <b>2</b> | The results of the decisions, actions, advice or counsel affect my own job and/or affect <b>services</b> or the work of a <b>smaller</b> work group.                                                            |
| <b>3</b> | The results of the decisions, actions, advice or counsel would have <b>some</b> , but <b>limited</b> consequences – OR – would typically affect the <b>short-term</b> operations of a <b>larger</b> work group. |

|          |                                                                                                                                                                                                   |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>4</b> | The results of the decisions, actions, advice or counsel would have <b>considerable</b> consequences – OR – would typically affect the operations of a <b>major</b> work group or <b>branch</b> . |
| <b>5</b> | The results of the decisions, actions, advice or counsel would have <b>substantial</b> consequences – OR – would typically affect the operations of a <b>department</b> .                         |
| <b>6</b> | The results of the decisions, actions, advice or counsel would have <b>major</b> consequences – OR – would typically affect the long-term performance of the <b>organization</b> .                |

11. The relevant categories are 2, 3 and 4. The Employer considers the Team Lead, Facilities Services to fall under Level 2; the Union considers Level 4 to apply.

12. As an aid to interpreting the Manual, the Notes to Raters has the following general advice on Sub-factor 16 – Responsibility for Decision:

**Consider:**

- The decisions made by the job on regular ongoing basis.
- The level of choice to be exercised in the job and what is the impact of the decision.
- The ultimate accountability for the decision.

**Level 1** – Decision/advise is generally within the position and immediate work area.

**Level 2** – Decisions affect the services of a small group, more than immediate area but still within the program area. There may be checks and balances in place.

Framework of decisions dictated by others and not determined by



the position. If this, then, that framework will guide the decision.

**Level 3** – Decisions have an effect outside the immediate work/program area.

Decisions impact larger group. Requires more than day to day decision making. There is a short-term impact of decision.

**Level 4** – Time horizon is much longer and major group impact.

**Levels 5 to 6** – Management level responsibility.

13. The Team Lead, Facilities Services position is relatively new. The first incumbent, Catharine Stones, started in the position in May 2024. The incumbent reports to the Supervisor, Contract Services, who in turn is accountable to the Manager, Facilities, Operations and Maintenance.

14. The principal role of the Team Lead is to ensure that the daily operations of contracted facilities services comply with the Region's service level requirements. Three Facilities Services Coordinators consult the Team Lead on any issues arising in their work, which involves checking on the service compliance of the contractors who clean and perform the necessary services in the facilities. The Coordinators do not report to the Team Lead in the sense that she has supervisory authority over them, but rather that their work is coordinated by the Team Lead to ensure consistent standards are being applied in the overall supervision of the work of the external service providers.

15. So, Ms. Stones will be in regular contact with each of the Coordinators to assist them in their dealings with the service providers or the facilities occupants, to the extent she can. She tries to resolve concerns and complaints brought to her attention by the Coordinators. These include property damage, deficiencies in service, complaints about service levels and issues of contract compliance by the service providers.

16. Ms. Stones provides guidance to the Coordinators on processes and expectations, ensuring consistency and efficiency in day-to-day tasks.
17. The services covered include janitorial, grounds maintenance, mat rentals, pest control, bio-hazard disposal units, green roof and living wall maintenance, exterior window cleaning, waste removal, and shredding, among others, to maintain the good functioning of the operations within the facilities.
18. The Coordinators and the Team Lead ensure that the vendors are providing the services they contracted to perform. This is done by periodic site audits to determine whether any follow up action is needed.
19. If, for example, a service provider is not performing a service they contracted to do, and there is some dispute over that, the Team Lead will likely handle the situation in the first instance (prior to possible referral to the supervisor or manager) and determine what should be done to ensure contract adherence.
20. The Team Lead contributes to the Region's assessment of the proper requirements for each facility. The Team Lead is consulted by the Region's Capital Delivery project teams. This involves the Team Lead reviewing building and landscape drawings and providing feedback to the project teams. Ms. Stones will identify what facilities are missing, or which need to be re-designed, to prevent any adverse service impacts.
21. The Team Lead also works closely with Contract Administrators. She assists the Contract Administrators in their drafting of the service contracts to ensure contract coverage of all of the services required in the particular facility.
22. The Team Lead has an influence over the standards that are applied by the

service provider. Ms. Stones gives the example of her work in trying to standardize the equipment used by the janitorial service providers.

23. Ms. Stones participates in the Facilities Services Design Standards Working Group with members of the Capital and Delivery Teams. The Working Group updates design standards that form part of the project team's tenders for new or rehabilitation building projects. Ms. Stones' role is to make recommendations that ensure efficiency in the services provided in each facility. To do this, she reviews plans and drawings with an eye to suitable provision in the floor plans for all necessary services and accessibility concerns, among other needs, and where they ought to be situated. She ensures that different floor or surface types (carpet, ceramic tile, rubber, etc.) are indicated by colour, to be used by janitorial contractors to identify what cleaning materials are needed.

24. The determination to be made for the appropriate rating for the sub-category, Responsibility for Decisions, involves the likely impact of a position's decision-making authority and influence. The broader and more far reaching that impact, the more highly the position should be rated.

25. The Team Lead's recommendations on technical drawings for building construction and renovation can have an enduring impact. If those recommendations are faulty, the repercussions could be adverse and costly, if accepted.

26. The Team Lead is the person who has the effective responsibility for commenting on the drawings for building construction and renovation and for counselling the planning team. Although her supervisor and her manager may also do, this responsibility is part of the duties of the position. As a result, she has effective influence over the outcome of the decision made by the planning team.

27. This conclusion would suggest that Level 4 – which the Union advocates – should be the rating. “The results of the decisions, actions, advice or counsel would have **considerable** consequences”. The Notes to Raters says, “Time horizon is much longer and major group impact”. This is in relation to Level 3, which specifies the impact of decisions as being short-term and affecting larger groups.

28. The potential problem with the conclusion of a Level 4 rating, is that the Team Lead does not actually make the decisions on building and landscape planning. She makes recommendations. She does not have the ultimate say over whether her recommendations are adopted and incorporated into vendor contracts and into building plans. The decision-making authority lies with the Capital Delivery project teams. The Contract Administrators and the Contract Management Specialists have ultimate say over the final contract language. The decision-makers consult the Team Lead and, no doubt, she gives them good advice on where and how the facilities should be furnished with the various services she oversees. But they ultimately make the decision on what, where and how the services will be provided within the facilities.

29. Similarly, with respect to construction plans, the Team Lead has input. The ultimate decision, though, on what will be constructed does not lie with the Team Lead. Her manager (Manager, Facilities, Operations and Maintenance), Glen McDonald, may also review building and landscape drawings and provide feedback to the Capital Delivery project teams; but even he does not have the decision-making authority to decide the outcome. That decision is made by the project team.

30. The area in which the Team Lead actually has actual responsibility for decisions made is in relation to the Facilities Services Coordinators. She guides them and assists them in their dealings with the vendors and with situations that

affect the building occupants and the service providers. These “have an effect outside the immediate work / program area” (Notes to Raters, Level 3), e.g., on the building occupations and vendors. These are decisions required by the job and they have consequences for “the planning and choices of others”, in particular the Coordinators. They oversee the Region’s properties. Consequently, the Team Leads decisions – the advice she gives to the Coordinators – has a wider impact than is contemplated by Level 2.

31. The Team Lead’s advice to the Coordinators includes all three descriptors in the Manual when considering the consequences of decisions made: “organizational effectiveness, the planning and choices of others, and the reputation of York Region”.

32. The Employer suggests that Level 2 should apply to these decisions. For Level 2 to apply, the Notes to Raters includes the standard that the “framework of decisions [is] dictated by others and not determined by the position”. That is not the case with the Team Lead. The Team Lead is actually providing the framework for the decision-making, both for those to whom she gives counsel (the planning teams), and for those she advises within her team (the Coordinators). The Team Lead is giving advice and guidance to the Coordinators that is not dictated by others. She is helping them to manage conflicts and issues arising from poor service performance or from unexpected disruptions in service that need prompt and effective decision-making.

33. Level 2 also involves decisions affecting the services of a small group within the program. The Team Lead’s decisions affect not only the Coordinators, but also the service providers in the various buildings overseen by the Coordinators, as well as the occupants of those facilities. That is a wider impact than is contemplated in Level 2.

34. In my view the proper rating for the Team Lead is Level 3. “The results of [her] decisions, actions, advice or counsel have **some**, but **limited** consequences”. They also typically affect the **short-term** operations of a **larger** work group.” The larger work group consists of the vendors and contractors with whom the Coordinators interact. The affect of the Team Lead’s decisions are short-term in the sense that, if faulty, they can be readily altered or reversed by the Supervisor, Contract Services, to whom the Team Lead reports, or by the Manager, to whom the Supervisor reports.

35. The advice and counsel the Team Lead gives to the planners for construction projects is more long-term and has greater impact than the advice she gives to the Coordinators. However, as mentioned above, the degree of her responsibility for the planning decisions is notably less than her responsibility for the decisions taken by the Coordinators. This is because her manager may countermand her advice to the planners and as mentioned, the planners are ultimately responsible for deciding whether they accept her counsel. Consequently, these Level 4 responsibilities (long-term consequences and major group impact) are mitigated by the extent of further decision-making above her.

36. I have reviewed the comparator job classification positions the parties considered. The conclusion I have reached is, I believe, consistent with the ratings of those positions.

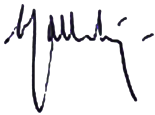
37. Overall, Level 3 is a better fit than is Level 2 or 4 for the sub-factor, Responsibility for Decisions. Level 3 is therefore the appropriate finding for this sub-factor.

**Summary of conclusion**

38. The above findings are that the sub-factor determination for Responsibility for Decisions, of the Team Lead, Facilities Services is a Level 3.

39. I remain seized of any implementation issues.

DATED at TORONTO on April 22, 2026.

A handwritten signature in black ink, appearing to read 'Albertyn', with a horizontal line extending to the right.

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Christopher J. Albertyn  
Arbitrator