

March 3, 2022

Ms. Sonya Watson
Chief Administrative Officer
Municipality of Brockton

RE: Compensation Review 2022

Sonya, I am pleased to summarize our proposed methodology to undertake a compensation review for the non-union staff at the Municipality of Brockton (the "Municipality"). The object of the review is to ensure the Municipality remains competitive with the broader comparator market, supporting recruitment and retention efforts and delivery of municipal services.

We propose a custom market review that involved direct data collection from a defined municipal comparator group. Our approach goes beyond selective benchmarking of sample positions and or reliance on third party salary surveys. We believe this approach provides a more accurate reflection of market competitive placement overall for the municipality as well as at the individual job level. This approach also enables us to collect comparator compensation and benefits policy and practices that are of interest to you to guide any updates to non-insured benefits and salary administration.

The validity of the market review is highly dependent on having an appropriate and defensible comparator group in which to test the Municipality's external competitiveness. We will consider comparator organizations used in the 2017 review, ensuring they continue to be appropriate, and giving due consideration to various metrics and characteristics such as comparable size, employment market/geographic placement, similar services and economic conditions.

We will solicit comparators for their compensation data, complete all the job matching, and attempting to match as many of the Municipality's jobs as possible. We will provide you with a comparative analysis indicating the various market positions such as average, median, P55 and P60. We will review the preliminary results with you, identifying any outliers where jobs may require further job evaluation consideration or validation and, using an evidenced-based approach, we will recommend an appropriate target market pay policy.

We will use the market data to inform and develop the 2022 market competitive salary grid, being mindful of current job rates, pay equity, compensation design principles for compression and ability to pay. We will further test the proposed job rates for pay equity compliance ensuring all female jobs are included in the review as prescribed by the *Pay Equity Act*.

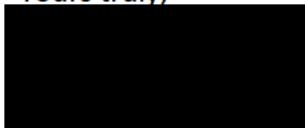
We will complete the preliminary implementation costing or we can assist your staff in completing this analysis. We will then summarize all of the analysis into a final report and be available to present our recommendations to Council for consideration.


Based on our conversations you may also be considering a review of Council Remuneration in tandem with the non-union review. Council market reviews are important to ensure the base remuneration and benefits for elected officials are sufficient to recognize the time and commitment required of the roles, and aligned relative to other municipalities of similar size and scope. Completing both non-union and council reviews jointly provides efficiencies in terms of outreach to comparators, and pulling the whole picture together. Our fee for completing this review would be in the range of \$3,500 to \$5,000 (excluding HST).

Some of our municipal clients are also looking to benchmark their insured benefits programs to ensure they continue to be cost effective and provide the level of coverage and types of coverage that is meeting the needs of the employees. Gallagher is unique in that we have both compensation consulting expertise and benefit plan brokerage services, which enables us to leverage our database to advise clients on the viability and effectiveness of their current benefits program. We can including in our outreach to comparators a benefits benchmarking survey, that will provide you with observations on where your plan is competitive, above or below the market as well as general observations regarding pooling options or other administrative considerations. We typically do not include any comparative analysis for pensions in this sector as OMERS is the primary pension plan for all employee groups. Our consulting fees for this benchmarking summary would be in the range of \$1,000 to \$1,300 (excluding HST).

I would be pleased to discuss the overall market review methodology, and these additional project scope elements with you further.

Yours truly,



Jane Mizanski
Senior Consultant
Human Resources & Compensation Consulting Practice
Mobile: 
Email: 