

Department:	All Departments	Policy Number:	H09-0600-18
Section:	Human Resources	Effective Date:	January 8, 2018
Subject:	Salary Administration	Revised Date:	October 29, 2019
Authority:	By-Law 2018-003, By-Law 2019-XXX		

Policy Statement and Rationale

The Municipality of Brockton is committed to providing a work environment where all individuals are treated in a fair and consistent manner as it relates to, among other items, the administration of pay. The Municipality will maintain a pay policy that is internally equitable, externally competitive and pay equity compliant. The following policy provides a framework for an ongoing and renewable salary administration.

Scope

This policy will apply to all regular full-time and permanent part-time employees in the Municipality of Brockton.

Policy, Procedure and Implementation

1. Pay Equity and Job Evaluation:

- a) The Municipality has established and will maintain a job evaluation system which will be applied in a manner that maintains internal equity and pay equity compliance. Job evaluation and pay equity will be reviewed annually to capture any impacts as a result of organizational changes and/or annual market assessment on pay equity and job evaluation.
- b) New positions will be evaluated and assessed immediately following their approval.
- c) The CAO will ensure a set procedure for the annual review process is followed to ensure that affected employees are aware of the opportunity and the timelines for such a review.
- d) Periodically, the CAO will ensure that a full and thorough review of all positions across the organization is undertaken to ensure that integrity of the system has been maintained and will provide a comprehensive report to Council. An interval of no more than five (5) years should take place between full reviews.

2. Market Competitiveness:

- a) External competitiveness will be determined by CAO in consultation with Council, who will set the pay philosophy. (i.e., the external market comparators and the desired percentile) by amending this policy from time to time.
- b) The CAO will periodically review the market comparator group having regard to criteria, including size (operating budget, employee complement, population served), scope of services, geographic placement and rural/urban settlement mix.
- c) The job rate for each pay grade in the salary grid will reflect the 50th percentile of the comparator group. In other words, the Municipality will pay at or about the midpoint of the salaries for comparable positions within the comparator municipal group.
- d) A market assessment may be undertaken annually by the CAO to determine the appropriate amount to budget for salary grid increases. The market assessment will include the average annual grid adjustment for the comparator group, published survey data and projected increases at the Municipality. A compensation consultant may be accessed to ensure an objective documented review and assessment if required.
- e) The market adjustment to be provided to the salary grid will be determined as outlined in Section 3. Having regard to market competitiveness, the pay philosophy, compression issues and ability to pay.

3. Salary Grid Annual Economic Adjustment

- a) On January 1 of each year, the entire salary grid may move up a % using an established formula.
- b) The formula to be used is the annual Statistics Canada Ontario Consumer Price Index for the 12 months ended August 31.
- c) The job rate will increase by the annual economic adjustment and the other five steps calculated as a % of the job rate.
- d) The annual economic adjustment salary grid increase will be incorporated into the annual budget.
- e) If the formula in a given year results in a negative %, the Salary grid will remain the same as the previous year.
- f) All staff with at least satisfactory performance will have their pay increased by the amount of the increase in their step.

4. Salary Grid and Movement Through The Grid:

The salary grid is comprised of 5 steps for each salary band, with four percent (4%) step intervals. Job Rate is defined as Step 5 on the salary grid.

- a) Existing Employees: Movement through the salary grid by an employee will be based on delivery of successful performance for the year prior as evaluated in the Performance Management program. Successful performance will enable an employee to progress one step annually through the salary range towards Job Rate. Successful performance shall be defined through the performance tool.
- b) New Employees: New employees will be placed at an appropriate step within the salary grid based upon experience, skills and market competitiveness. An assessment of each individual's skills and abilities will be completed before the date of hire to ensure that the individual is placed at an appropriate step on the grid. Progression through the salary grid is to accommodate a learning curve for the job.
- c) Transfers, Promotions, Demotions: When an employee is permanently transferred or promoted to a position in a higher pay range, the new rate of pay will provide for an appropriate increase. The percentage differentials that exist between salary levels will allow for a meaningful adjustment based upon being placed on the grid, and will provide for at a minimum, placement to the next closest step in the new salary pay range. If an employee is permanently demoted or transferred to a position in a lower pay grade, the present salary level will be continued, (red-circled) unless there is a compelling reason for not doing so. Subsequently, the current salary will increase only when it is within the salary range of the new lower level position.

5. Acting Pay

- a) "Acting Pay" shall mean remuneration for the period of time that an employee actually performs the essential core duties of a more responsible position as authorized within this policy.
- b) An employee performing the essential core duties of a position in a higher job classification, and for a period of more than fifteen (15) continuous working days or three consecutive working weeks, may be considered for payment of Acting Pay, on the recommendation of their Supervisor/Department Head. Movement into an Acting Pay position must be approved by the Supervisor/Department Head and the CAO and, if approved, shall be retroactive to the first day of work in the higher classification. Council approval will be required for 'Acting Pay' for the CAO position beyond fifteen (15) days or three consecutive working weeks.
- c) Where an employee assumes the essential core duties of an approved position, he or she shall receive a salary increase of up to ten percent (10%) of their current salary for the duration of his or her appointment to the acting position. Where a ten percent 10% increase is determined not to be sufficient for the responsibilities, the incumbent will be placed at an appropriate step within the salary grid respective to the level for the position.
- d) Payment or entitlement to Acting Pay is not automatic. A request for Acting Pay must be made and approved before remuneration will be provided.

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- e) Once the employee returns to his/her previous job, the respective previous pay range and rate will apply.
 - f) If there is a recurring temporary placement, the employee will be remunerated at the discretion of the Supervisor/Department Head, with the approval of the CAO.
 - g) Taking on additional tasks in the absence of a fellow employee or other related tasks as assigned do not fall under "Temporary Placement in a Position" for the purposes of this Directive.

6. Red Circled Incumbents

- a) Red-circling occurs when an incumbent is in a position where the Job Rate of the salary range is less than the current pay of the incumbent. As a result, the pay of that person will be "red-circled".
- b) In general, the pay of incumbents who are red-circled will be frozen with no step movement or market adjustments, until such time as the pay range "catches up" to the pay of the red-circled incumbent.

7. Compression

- a) The pay of employees in supervisory positions in relation to the pay of employees supervised will be considered in grid step placement to the extent that supervisory employee base salary will be at least 10% more than the employees supervised.