



Human Resources Committee Agenda

Thursday, July 6, 2017
Council Chambers
Township of Huron-Kinloss, Ripley, Ontario

1. Declaration of Pecuniary Interest

2. Action Items

- A. Redundant and Amended Job Titles (attached)
- B. HR Policy D10. Salary Administration (attached)
- C. HR Policy D11. Compensation Program (attached)

3. Closed Meeting

- A. That the Committee move into a closed meeting:
 - to discuss CUPE negotiations pursuant to Section 239 (2) (d) of the Municipal Act, 2001, as amended relating to labour relations or employee negotiations; and,
 - Pursuant to Section (2) (b) of the Municipal Act, 2001 relating to personal matters about an identifiable individual, including municipal or local board employees. (reports to be emailed under separate cover)
- B. Approval of Minutes - June 15, 2017

4. Rise and Report

5. Next Meeting

August 3, 2017

6. Adjournment



Committee Report

To: Warden Mitch Twolan
Members of the Human Resources Committee

From: Marianne Nero
Director of Human Resources

Date: July 6, 2017

Re: Redundant or Amended Job Titles

Recommendation:

That the non-union job titles be removed from the organization structure; and,

That the job titles be amended as reported in the County's non-union job evaluation plan, pay grid, organizational charts and any other applicable documents effective July 7, 2017.

Background:

Last year, a review of non-union positions was undertaken in preparation for a new non-union job evaluation process. In July 2016 several job titles were made redundant and it was anticipated that other job titles would be identified to be made redundant through the job evaluation process. Further, several job titles have been amended, many as part of reorganization or realignment processes. The Human Resources Department has completed the non-union job evaluation process and as a result, a number of job titles have been identified as redundant, changed or corrected.

Non-Union Job Titles

Department	Division	Redundant	New
CAO's	Clerk Services	Deputy Clerk	Deputy Clerk / Executive Assistant
Corporate Services	Finance	Accounting Analyst	
		Administrative Assistant	
	Information Technology	Network Analyst	



Department	Division	Redundant	New
		Lead Network Analyst	Lead Infrastructure, Network & Design Analyst
		Lead Web Specialist	Lead Application Specialist
		Web Specialist	Application Specialist
	Maintenance	Maintenance Supervisor, Park St.	Environmental Services Manager
		Maintenance Supervisor, Cayley St.	
Health Services	Long Term Care	Dietary Services Supervisor	Dietary Services Manager
		Environmental Services Supervisor	Environmental Services Manager
		Laundry Supervisor	
		Maintenance Supervisor	
	Paramedic Services	Deputy Chief, Operations	Chief of Operations, Paramedic Services
		Deputy Chief, Quality Assurance	Chief of Professional Standards, Paramedic Services
		Director, Emergency Services / Chief of Paramedic Services	
Museum & Cultural Centre		Administrative Assistant	
		Gift Shop Coordinator	
		Maintenance / Repair Lead Hand	
		Museum Technician	
Planning & Development	Corporate Policy		Communications & Corporate Reporting Specialist
	Planning	Web Content Developer	
Social Services & Housing	Social Services	Eligibility Review Officer	
		Employment Services Coordinator (JobLink Coordinator)	



Department	Division	Redundant	New
			Family Support Worker / Eligibility Review Officer
		Income Maintenance Case Worker	Income Support Caseworker
			Income Support Supervisor
		Income Maintenance Manager	Income & Employment Supports Manager
		Ontario Early Years Worker	Early Years Educator
		Child Care Statistics Clerk	Children's Services Program Assistant

Financial/Staffing/Legal/IT Considerations:

N/A.

Interdepartmental Consultation:

The Senior Management Team have been consulted.

Link to Strategic Goals and Elements:

Goal #5: Eliminate our own red tape.

Approved by:

Kelley Coulter
Chief Administrative Officer



Committee Report

To: Warden Mitch Twolan
Members of the Human Resources Committee

From: Marianne Nero
Director of Human Resources

Date: July 6, 2017

Re: HR Policy D10 - Salary Administration

Recommendation:

That HR Policy D10 - Salary Administration be adopted.

Background:

The County of Bruce has administered a non-union compensation program utilizing several HR Policies, specifically D2 - Salary Grid Revisions, D3 - Pay Periods, D4 - Extra Hours Worked and D9 - Acting Pay - Pandemic. HR Policy D10 - Salary Administration replaces the previous Policy C12 - Percentage in Lieu.

It is important that positions are fairly remunerated for their level of responsibility in the organization. The salary grid is the relationship of pay to the various positions in the organization. The salary grid for non-union positions was adopted by the Human Resources Committee on June 6, 2017. It was established on the basis of conducting a Gender-neutral Job Evaluation System, the McDowall System. Policy D10 - Salary Administration will provide the method in which staff move within the non-union salary grid. HR Policy D-10 will provide policy on band placement of new staff and staff progression through their respective salary bands. Specifically how staff progress from 'start' (minimum) rate to 'job' (maximum) job rate. The policy provides progression based on merit characteristically referred to as performance-based salary progression. Further, it provides direction for transactional human resources actions including acting assignments, lateral transfers and reclassifications. Finally, the policy defines the process whereby non-union permanent part-time employees Grades 2 and above will be paid percentage in lieu of benefits and establishes a process for an annual review of the percentage amount paid.

Financial/Staffing/Legal/IT Considerations:

No additional related costs.



Interdepartmental Consultation:

The Senior Management Team have been consulted.

Link to Strategic Goals and Elements:

Goal #5: Eliminate our own red tape.

Approved by:

Kelley Coulter
Chief Administrative Officer

Attachment - HR Policy D10. (Pending Approval)



The Corporation of the County of Bruce

Policy: D10 – Salary Administration

Section: D – Job Evaluation/Compensation

Department: Human Resources

Effective: July 6, 2017

Revised: Replaces Percentage in Lieu (C-12)

1. Coverage:

All regular permanent, temporary or contract non-union employees of the County of Bruce who have successfully completed their probationary period. Compensation is negotiated for members of bargaining units and forms part of the Collective Agreement.

2. Policy Statement:

The County of Bruce endorses increasing an employee's salary through progressive step increases of the pay band for the position, based on an employee's performance. This policy identifies the terms and conditions under which salary changes may be enacted for the purposes of Salary Grid Placement (new employees, reclassifications, promotions, lateral transfers, acting assignments).

Non-Union grades have an established salary structure. Positions are assigned to grades through the job evaluation process, using a Gender-neutral Job Evaluation system. Further adjustments to the non-union compensation plan will be applied as per HR Policy D2: Salary Grid Revision and D11: Compensation Program. This purpose of the policy is to provide a consistent and equitable framework governing salary administration.

3. Procedures:

a) Acting Pay (full-time & part-time): When an employee temporarily assumes a substantial portion of the responsibilities of a higher position, and is no longer responsible for their own normal duties, the employee is

considered to be in an "Acting" capacity. Staff will be appointed to an "Acting" assignment for pre-determined period of time by their Director following the identification of the opportunity (acting assignment) in conjunction with the Director, Human Resources. It is expected that the selected employee will return to their base position and regular pay at the end of the acting assignment. Acting pay is not automatic and must be approved prior to the commencement of the "Acting Assignment" by the Chief Administrative Officer. Acting pay will be calculated using the employee's current hourly rate for their regular position and moving to the hourly rate of the pay band for the Acting role providing a minimum 5% increase.

- b) Lateral Transfers:** When an employee moves to a new position within the same pay band, they will maintain the rate of pay for their previous position. Salary progression/merit increases shall remain unchanged. Annual performance assessments shall be based on a combination of the new and former positions, where appropriate.
- c) Merit Increases (full-time & part-time):** Merit increases are designed to compensate employees for performance. For this reason, they do not provide for automatic movement through the salary range. Rather, this salary administration policy reflects a pay-for-performance component. Pay-for-performance gives managers an opportunity to reward performance appropriately.

A merit adjustment is available to non-union staff having completed their probationary period, and who have received a performance evaluation specifying "Meet" or "Exceeds" expectations. The common review date and merit adjustment date is January 1. July 1 may be used as a merit date for new employees who have been deemed eligible for a merit increase on successful completion of the probationary period.

When an employee's salary is at the job rate (maximum) in the appropriate grade for their position, the rate compensation is maintained or "frozen", except for Cost of Living Allowance (COLA) increases.

When an employee's salary is above the job rate (maximum) in the appropriate grade for their position, the rate compensation is maintained or "frozen". The employee will not receive any adjustments including cost-of-living (COLA) or merit awards until such time that the salary scale is adjusted to a point where the employee's salary falls below the job rate (maximum) of the range. Once the rate of pay falls below the job rate, an increase can be applied, however, the job rate (maximum) will be observed.

d) New Hire Start Salary: The starting salary for new non-union employees is determined based on the salary range of the pay band to which the position is assigned, along with the employee's skills, competencies, qualifications and relevant experience, and labour market conditions. The start salary of all such appointments can only be approved with the new appointee by Human Resources. The hiring manager should consult with Human Resources concerning the appropriate rate of pay related to qualifications of the successful candidate. The approval of the Director of Human Resources is required prior to any salary offer above the start rate. The approval of both the Chief Administrative Officer and Director of Human Resources is required for requests above 94% of the job rate in the appropriate salary band.

New employees are eligible for a one-step merit increase following successful completion of their probationary period on either January 1 or July 1 merit dates, whichever is closer.

e) Promotions (full-time & part-time): An employee who is promoted to another position in a higher grade is eligible to receive a promotional increase. The amount of the increase in salary should take into consideration the same factors that are used to determine salary for new employees, such as skills, competencies, qualifications, relevant experience and labour market conditions. The amount of the increase should also ensure that internal employees are not disadvantaged compared to external candidates when successful in attaining a new position with the County.

Managers should consult with Human Resources regarding the appropriate amount for a promotional salary increase. A promotional increase will, at a minimum, place an employee at the entry level of the new salary grade. In exceptional circumstances, with prior approval of the Director, Human Resources, the employee may receive an increase greater than start rate. The minimum promotional increase should be in the five (5%) to ten percent (10%) range, however, cannot exceed job rate. Employees receiving a change in pay within three months of receiving a progressive salary increase in their former position will have this considered in the calculation of the promotional increase.

f) Reclassification: Where changes in skill, effort, working conditions or responsibility result in a change in the job evaluation rating for a position, the incumbent(s) will be moved to the new salary grade and their compensation adjusted accordingly. If the employee(s) remains active at work (in receipt of pay at the time of reclassification), the following changes as applicable, will be undertaken.

- Rated Higher - If the position is rated higher, the employee(s) will be entitled to be placed in the step closest to their current rate of pay without loss of pay. If there is a retroactive adjustment, it will be effective from the date of evaluation by the Evaluation Committee.
 - Rated Lower - If the position is rated lower and the employee(s) rate of pay is higher than the job rate of the new salary grade, the employee(s) rate of pay will be "frozen" (as outlined under Merit pay). Otherwise, the employee will be placed at the Step closest to their current rate of pay without loss in pay.
 - Salary progression increases on the annual review date will not change as a result of reclassification for employees who are not at job rate (maximum).
4. The hourly rate will be used to calculate changes in rates of pay, so that there is no negative impact based on the hours of work.
 5. Non-union permanent part-time employees in Grades 2 and above will also be paid a percentage in lieu of benefits. The percentage in lieu will be determined annually and approved by the Chief Administrative Officer and Director of Human Resources. The amount will be representative of an amount equal to the cost of benefits received for permanent full-time employees within Grades 2 to Grade 19.
 6. Compensation for paid non-union student positions will be reviewed and determined separately and annually by the Director, Human Resources in conjunction with the Chief Administrative Officer.
 7. Human Resources is responsible for administering the compensation processes.
 8. Exceptions to this policy can only be approved by the Chief Administrative Officer in consultation with the Director of Human Resources.
 9. Related documents referenced for this Policy:
 - *Employment Standards Act*
 - *Pay Equity Act*



Committee Report

To: Warden Mitch Twolan
Members of the Human Resources Committee

From: Marianne Nero
Director of Human Resources

Date: July 6, 2017

Re: HR Policy D11 - Compensation Program

Recommendation:

That HR Policy D11 - Compensation Program be adopted.

Background:

Currently, there is no human resources policy to administer a continuing method to provide a comparative employee compensation program. This policy provides for the key components for a compensation program based on a program that will enable the County of Bruce to successfully attract, develop, retain, and reward employees for their knowledge and contributions.

The County recently underwent a non-union compensation review undertaking a job evaluation process and concurrently a market review. The County utilized a Gender-neutral Job Evaluation System, the McDowall System to develop a compensation plan that is comprehensive, valid and credible. The methodology included: the creation of accurate job information questionnaires (JIQ's); the "scoring" of the JIQ's against factors such as complexity, accountability, impact and scope; the ranking of jobs to achieve internal and gender/pay equity; and the creation of pay grades using a market-rate/benchmark survey to set appropriate salaries for the jobs. All the County's non-union jobs were classified (ranked) using the same McDowall System methodology. Further, a market review was undertaken based on the comparator recommendations provided by McDowall as approved by the Human Resources Committee. The compensation plan was subsequently designed and presented to the Human Resources Committee on June 6, 2017. The Human Resources Committee adopted the new recommended pay grade system. Policy HR D-11 will provide the County the ability to retain its competitive position by establishing its comparative Counties for salary setting purposes and setting the frequency of salary surveys in the future. Further, an annual method to measure its competitive position for the administration of HR Policy D2 - Salary Grid Revisions.



Financial/Staffing/Legal/IT Considerations:

N/A.

Interdepartmental Consultation:

The Senior Management Team have been consulted.

Link to Strategic Goals and Elements:

Goal #5: Eliminate our own red tape.

Approved by:

A handwritten signature in black ink, appearing to read 'Kelley Coulter', is written over a light grey horizontal line.

Kelley Coulter
Chief Administrative Officer

Attachment - HR Policy D11. (Pending Approval)



The Corporation of the County of Bruce

Policy: D11 – Compensation Program

Section: D – Job Evaluation/Compensation

Department: Human Resources

Effective: July 6, 2017

Revised:

1. Coverage:

All regular permanent, temporary or contract non-union employees of the County of Bruce who have successfully completed their probationary period. Compensation is negotiated for members of bargaining units and forms part of the Collective Agreement.

2. Policy Statement:

The County of Bruce endorses pay practices and systems that enables the County to attract, retain and reward the talent needed to fulfil its service objectives. In addition to market competitiveness, key considerations in the compensation program are:

- Fairness (based on the value of jobs determined through job evaluation which proves relative value in the employee group)
- Compliance (with all related legislation), and
- Affordability (reflecting ability to pay)

3. Procedures:

1. Principles:

- a. Individual salaries are and should remain confidential and fall under the legislated requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act* (MFIPPA).
- b. The County's policy of compensating employees for their services in a manner that attracts, retains and motivates competent people is in accordance with the *Pay Equity Act*.

- c. Non-union positions in the County will be surveyed at a minimum of every three years (tri-annually), to measure and ensure external competitiveness for base salaries for the County, while maintaining internal equity at the 60th percentile in a comparator group of ten municipalities as approved by County Council, and;
An annual survey of the comparator group cost-of-living adjustments will be undertaken along with other applicable survey information to assist in recommending for Council's approval an annual pay grade adjustment to retain market competitiveness, and;
A job evaluation plan is established to maintain internal equity.
2. Human Resources is responsible for conducting both the annual and tri-annual surveys utilizing the established triannual Comparator Group as approved by County Council. Selected benchmark jobs will be reviewed against the County's Comparator Group. Human Resources will report to County Council on the results of the survey, the County's average pay/percentile position and how it relates to the County's target pay position (60% percentile).

Non-Union Comparator Group:

County of Lambton
Oxford County
County of Grey
Wellington County
Northumberland County
Middlesex County
County of Lanark
County of Dufferin
Huron County
Elgin County

3. Non-compliance with this Policy and its associated procedures could result in attraction and retention issues for the County of Bruce.

Referenced Documents:

- *Employment Standards Act*
- *Pay Equity Act*
- *Municipal Freedom of Information and Protection of Personal Privacy Act (MFIPPA)*

