

		POLICY
SECTION: HUMAN RESOURCES		NO: HR-COM-02
REFERENCE: COMPENSATION		Date: August 28, 2023
		Next Review Date: August 2025

TITLE: NON-UNION SALARY ADMINISTRATION POLICY

1. 0 POLICY STATEMENT

- 1.1 The City of Dryden strives to be an employer of choice within the community and will therefore endeavor to maintain non-union salary compensation which is both internally and externally competitive and equitable. The City recognizes the importance of maintaining competitive compensation programs and, as such, will survey external market trends periodically as well as considering other factors such as internal labour agreements, pay equity, and approved budget funding.

2.0 Purpose

- 2.1 The purpose of this policy is to detail how the City of Dryden manages and administers salary compensation for permanent Non-Union staff.

3.0 Scope

- 3.1 This policy applies to all permanent or probationary full time Non-Union employees of the City of Dryden.

4.0 Objectives

- 4.1 To provide reasonable compensation that meets legislative requirements and supports the attraction and retention of fully qualified employees required for the City of Dryden to meet the service level requirements of the community.

5.0 Policy

Job Descriptions

Job descriptions will be reviewed as required, if there are substantive changes to accountability/responsibilities for an existing position, or whenever a new position is created.

Job Evaluation

Internal Equity is maintained using a process of Job Evaluation. The Job Evaluation process provides a consistent measure of job value by determining and maintaining the value of a job within the organization, relative to all other jobs within the organization.

The following principles will guide the Job Evaluation process:

- Positions shall be evaluated by Human Resources and approved by the Chief Administrative Officer.
- Positions shall be evaluated when they are new or have undergone a change that has resulted in a significant change to the positions' accountability and responsibilities or as needed determined by the Manager of Human Resources and/or the Chief Administrative Officer.

Positions are evaluated using a point factor job evaluation system based on the relative level of skill, effort and responsibility and working conditions under which the work is performed. The City's Job Evaluation Plan meets the requirements of the *Pay Equity Act*.

A position shall be evaluated when it is newly created or when there is a substantive change to the responsibilities of the position. A substantive change is defined as a change to the job content that affects the overall value of the job class in terms of skill, effort, responsibility and working conditions.

All positions will be described, evaluated and assigned grade levels. This is an ongoing program to ensure that Pay Equity is maintained and that both new positions and existing positions maintain an equitable relationship with one another.

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External Market Competitiveness

Comparator markets – markets against which the elements of compensation will be compared – will be identified on the basis of criteria that includes similar positions; knowledge and skills required to perform the work; areas for recruitment; the nature and size of the comparator organizations; and location.

An informal market survey process shall take place when required, utilizing existing market data, compensation network data, and other bona fide compensation studies. Public sector, not-for-profit organizations and private sector data may be reviewed.

A formal market survey shall be conducted every three to five years or as deemed necessary by the Manager of Human Resources and/or the Chief Administrative Officer. The information obtained will be used to determine the City's competitiveness and may provide the basis for any adjustments to the pay rates.

Wage Grid

Based on market comparisons a wage grid shall be established for each group. Each group shall encompass jobs of similar job evaluation scoring.

Employees may be eligible for an annual incremental increase up to the maximum level established as outlined in the City's Performance Management System for Permanent Non-Union Employees Policy (HR-PM-01). This is subject to monies available as approved in the annual budget process.

At the discretion of Council, as outlined in the City's Non-Union Salary Grid Adjustments Policy (HR-COM-01) the wage grid may be adjusted annually to reflect cost of living or inflationary pressures subject to monies available as approved in the annual municipal operating budget.

6.0 Procedure

Job Descriptions

All new and revised job descriptions must be approved by the Department Head and forwarded to the Manager of Human Resources for final approval.

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Job Evaluation

The Department Head makes a request to the Manager of Human Resources for a new or revised position to be evaluated. Upon approval from Human Resources, a Job Information Questionnaire is to be completed by the incumbent and/or the manager/supervisor and approved by the Department Head. The Job Information Questionnaire is then forwarded to Human Resources for evaluation. The evaluation is reviewed and approved by the Manager of Human Resources and the Chief Administrative Officer before it is finalized.

The incumbent employee may appeal the evaluation results. Such requests for appeal must be made in writing and submitted to Human Resources no later than two (2) weeks from the date of notification to the employee of the evaluation results.

Human Resources will meet with the employee to discuss the appeal. Following further review of the position, and taking into consideration the employee's input, Human Resources shall either confirm the original evaluation results or determine a new evaluation outcome and communicate to the employee. The decision shall then become final.

Placement on the Wage Grid/Salary Bands

a) Placement at the Time of Hiring

A new employee will be placed on the grid in the group for their position based on their applicable education, experience, and training beyond the minimum qualifications for the position. The starting wage must be approved by the Chief Administrative Officer prior to the offer being made.

b) Placement or Promotion to a Vacant Position

The employee will receive a salary increase if they obtain a vacant position in a higher group and they meet the minimum qualifications of the position, subject to the following conditions:

- the salary increase shall be sufficient to ensure that the employee's new salary is at or above the minimum of the new level or band; and
- the salary increase shall not place the employee at a salary above the maximum of the new level or band.

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If an employee has obtained a vacant position in a higher group but they do not yet meet the minimum qualifications of the position the employee's salary will be determined subject to the following conditions:

- the salary may be increased to ensure that the employee's new salary is above the employee's current salary but not necessarily to the minimum level of the new group until all conditions of employment are met; and
- the salary will be increased to at least the minimum level of the new group once all conditions of employment are met.

If an employee has obtained a vacant position with a lower group or occupies a position that has been subject to a downward reclassification, the individual's salary may be reduced subject to the following conditions:

- the salary reduction shall be sufficient to ensure that the new salary is not greater than the maximum of the new – group or band; and
- the salary reduction shall not result in a new salary that is less than the minimum of the new – group or band.

NOTE: An employee's compensation may be grandfathered under special circumstances, as approved by the Chief Administrative Officer.

Progression on the Wage Grid/Salary Bands

Progression on the wage grid is outlined in the City's Performance Management System for Permanent Non-Union Employees (HR-PM-01) Policy.

Pay Rates Above the Wage Grid/Salary Bands

If an employee's current rate of pay is higher than the top rate of the wage grid or salary band, the employee's rate of pay will be static until the grid/band encapsulates their current rate of pay.

Market Supplements and Market Driven Extraordinary Salary Increases

In demonstrated circumstances of special recruitment and retention difficulties, the Chief Administrative Officer may approve payment at the established Above Market Rate which shall remain in effect as long as the market conditions warrant it. In such cases, the employee's salary and any future salary adjustments will be managed "off the wage grid" through an employment contract.

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History			
Approval Date:	August 2023	Approved by:	Council
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