

**To:** Warden and Members of County Council

**From:** Director of Human Resources

## Non-Union Job Evaluation and Salary Administration Policy Amendments

### RECOMMENDATION

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1. That Policy 5.42 be amended as presented in Attachment 1 to Report No. HR 2023-06 entitled “Non-Union Job Evaluation and Salary Administration Policy”, effective June 28, 2023.

### REPORT HIGHLIGHTS

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- Changes proposed to this policy will provide an additional tool to aid in staff retention in relation to salary levels of current staff. More specifically, the proposed changes allow the CAO to address salary inequities between existing staff and new hires in a very competitive current labour market.
- The amendments enable the CAO, in consultation with the Director of Human Resources, to adjust a current employee’s salary more than one step on our grid, or at a point in time other than an employee’s anniversary date based on an exceptional circumstance related to salary inequities, ultimately aiding in employee retention.

### Implementation Points

There are no immediate implementation points to consider, other than replacing the previous version of the policy in our general policy manual.







### Financial Impact

The recommendation contained in this report has no immediate financial impact. Should the CAO approve any exceptional circumstances which result in salary adjustments that were not accounted for in the current budget year, the salary difference will be funded from savings in salaries and benefits within the department resulting from regularly occurring vacancies.

### Communications

Following approval of the amendments to this policy, the Director of Human Resources will ensure the revised policy is communicated through established communication mechanisms.

**Strategic Plan (2020-2022)**

					
<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS &amp; ENGAGES</i>	<i>PERFORMS &amp; DELIVERS</i>	<i>POSITIVE IMPACT</i>
					6.i.

**DISCUSSION**

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**Background**

Human Resources conducts regular reviews of HR policies to ensure they remain current and continue to meet the needs and realities of our current employment landscape. Considering the competitive labour market we currently face, retaining employees has never been more crucial and the proposed policy updates will aid in our employee retention efforts.

**Comments**

Given the current competitive labour market, the best and most qualified candidates will often only accept a position by negotiating a higher starting salary within our current salary bands. This has evolved from previous times, where new hires typically started on the lower end of our bands and received annual grid increases until they reached the top of the salary band (step 6). These shifting labour market realities now have the potential to create inequities between current staff and new hires within the same or similar level positions. Based on current policy, we are restricted from advancing current staff on our salary grid more than once per year and only on their anniversary date. Therefore, the amendments to this policy will allow us to address these exceptional circumstances on a case-by-case basis, in an effort to retain our current valuable staff members.

Another minor amendment to the policy includes deleting “red-circling”, where an employee’s salary is frozen completely, and relying on “green-circling” where an employee remains eligible for any cost-of-living adjustments. These scenarios happen infrequently and only when a current employee’s position is down graded in our job evaluation plan (due to changes made by the employer). If that current employee leaves the County, the vacancy is posted at the new salary band for that position. Although a rare occurrence, continuing to provide an approved cost of living increase in these situations will also contribute to staff retention.

## **Conclusions**

Retention of valuable staff has never been more crucial than in today's competitive labour market. The changes proposed to this policy will ensure we have another "tool in our toolbox" to address employee retention issues that may arise.

## **SIGNATURES**

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### **Departmental Approval:**

Original signed by Amy Smith

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Amy Smith  
Director of Human Resources

### **Approved for submission:**

Original signed by Ben Addley

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Benjamin R. Addley  
Chief Administrative Officer

## **ATTACHMENT**

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Attachment 1 Non-Union Job Evaluation and Salary Administration Policy