



Corporation of the Town of Cobourg

Policy Title: Non-Union Compensation – Salary Structure

Division: General Administration
Effective Date: January 1, 2013
Approval Level: Town Council
Section Number: 2-20

Department: Human Resources
Revision Date: September 26, 2022
Review Date: September 26, 2027
Policy Number: HR-NU-C1

Purpose

The Corporation of the Town of Cobourg shall establish a salary plan that will result in a fair and equitable salary schedule for non-union personnel that is competitive with comparator municipalities and the local labour market.

Definitions

Competitive shall be understood to mean that non-union salaries shall fall between the 48th and 52nd percentile of the comparators surveyed.

OSUM (Ontario Small Urban Municipalities) shall be understood to be any small urban municipality in the Association of Municipalities of Ontario shall constitute membership in OSUM.

Red Circle shall be defined as a regular employee who is not eligible for any pay increases until adjustments increase the top step of the range beyond their current rate of pay.

Regularly Scheduled Work Week (Weekly Hours) shall be defined as the normal hours of work the employee is required to perform their duties as outlined in their letter of employment. These hours will either be at 35 or 40 hours per week depending on the position within the Corporation.

Policy

1. Salary Plan

- a) Salaries will be fair, equitable, and competitive with the local labour market and with the Corporation's designated comparator group as described in the **Salary Calculation Standards Policy and Procedures #2-20 HR-AP-C1 and C1.1**. Other comparator employers may be added when classifications incorporate additional duties that may be unique to the Town of Cobourg job descriptions.
- b) External review of the labour market shall be conducted every fifth (5th) year for all non-union positions to ensure that compensation rates and the salary structure is reflective of municipal labour market trends.
- c) The Total Consumer Price Index for cost-of-living adjustments shall be

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

considered when recommending annual across-the-board percentage changes.

- d) Across-the-board increases approved by Council for the Canadian Union of Public Employees (CUPE) group may be taken into consideration when recommending the annual across-the-board percentage increase for the non-union employee group in order to maintain the appropriate separation in salary between supervisory and support staff. However, CUPE increases shall not be the only factor considered.
- e) Across-the-board salary increases for non-union staff should be considered annually through the municipal budget process. Given the three (3) year increase approved by Council (Resolution 252-22), this process shall begin in 2025.
- f) Salary changes shall be effective on January 1st of each calendar year for non-union staff members. Salary changes which are delayed shall be retroactive to January 1st of the appropriate year.

To be eligible to receive any retroactive payments for that calendar year, the employee must be actively employed by the Town of Cobourg on the date that the salary increase is approved by Council.

- g) To ensure the consistent and effective operation of the salary plan, a Staff Review Committee shall hear appeals of salary administration and provide recommendations on matters relating to internal evaluation of all classifications, hold back of increases, salary freezes and pay equity evaluations and adjustments. The Staff Review Committee will consist of Human Resources, Director of Corporate Services, and the Director of the Division in which the position is under.
- h) Positions affected by legislated changes in qualification requirements, or demand in the labour market, or special circumstances shall be upgraded if necessary to remain competitive upon recommendation of Human Resources and approval by the Chief Administrative Officer (CAO).
- i) The Corporation of the Town of Cobourg will administer a salary compensation structure that provides internal employment equity and complies with Pay Equity legislation.
- j) Municipalities that hold a membership within OSUM shall be surveyed for compensation and benefits practices when conducting a compensation review or when required to make a comparison. When selecting municipalities that will be used as a comparator, the following factors should be considered:

1. Location within the 401 corridor.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

2. Proximity to waterfront.
 3. Population size of the municipality (based on the most recent census).
 4. Operating and capital budgets of the municipality.
 5. The municipality's organizational framework, which may include:
 - a. Scope and scale of the staff complement
 - b. Departments within the municipality
 - i. Environmental Services - Water Pollution Control Plant
 - ii. Fire Department structure
 - iii. Municipal Police Service
 6. If the municipality has previously drawn staff from the Town of Cobourg.
- k) Job Evaluation and Pay Equity Plans shall be established as required by the *Pay Equity Act, R.S.O. 1990, as amended*.
- l) Current job descriptions for all classifications shall be maintained by the Human Resources Department. The Director shall advise the Manager of Human Resources when a change in duties/responsibilities warrants a new evaluation. Where significant changes are identified, the employee shall complete the appropriate Job Information Questionnaire and the job will go through the proper job evaluation process.
- m) Employees shall commence their employment at Level #1 of the pay grade in which their position is classified unless otherwise approved by the Chief Administrative Officer.
- n) When an employee is permanently transferred or promoted to a position in a higher pay grade, the annual salary will be reviewed to determine the appropriate level. This will be done to ensure that there is not a decrease in the employee's annual salary.
- o) In most circumstances, the "red circle" principle shall be used when an employee is permanently demoted or transferred to a position in a lower pay grade.
2. Salary Grade Structure
- a) There shall be thirteen (13) grades within the salary structure with grade one (1) being the lowest and grade thirteen (13) being the highest.
 - b) There shall be a five (5) level incremental system with job rate representing 100%; Level 4 = 96.11% of job rate; Level 3 = 92.45%; Level 2 = 88.90% and Level 1 = 85.48%.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

3. Increment System

The five (5) level increment system shall begin on the employee's start date with possible advancement to the next level on an annual basis. Movement to the next level within the increment system will be reflective of the annual Employee Professional Development Program.

All non-union employees shall participate in performance appraisals annually. Each performance appraisal shall be based on SMART goals and objectives that are developed annually through consultation between the employee and their supervisor. Final appraisals shall be completed by the end of the fourth quarter.

The performance appraisal shall generate an overall performance evaluation. A positive performance appraisal is required for progression through the employee's salary range. Performance reviews must be signed off by the employee and their supervisor. The employee will be given a copy of their performance appraisal, and the original shall be retained in the employee's personnel file with the Human Resources Department.

For those employees who are determined to not be performing at the appropriate level, it may be decided that those individuals will not proceed to the next level. This may include the inability to obtain the Employee's personal growth goals within the Employee Professional Development Program, and/or the inability to meet the position expectations and requirements. Individuals that do not meet performance expectations in order to qualify for advancement within the increment system will be provided with a Performance Improvement Plan (PIP). The PIP will assist the employee in better understanding where improvements are required and specific goals that they will need to accomplish in order to be successful in their position.

4. Letter of Employment

Non-union staff will sign a "Letter of Employment" upon hiring. Generally, the personal employment contract for these positions shall be linked to the Non-union Personnel Policy except in special circumstances.

The Corporation may also hire employees for positions that are funded in whole or in part by the Federal or Provincial Government; or when a new position is created on a trial basis; or when the position is for a specific period of time and does not fall under the terms of a collective agreement.

Special consideration will be given to the Fire Chief and Deputy Fire Chief.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

5. Acting Pay

Acting pay may be awarded for assuming significant additional responsibilities during a staff absence or vacancy for a period longer than one month from the date a staff member is placed on an acting status.

Where an employee is assigned to an acting assignment that involves taking on approximately 1-50% of the responsibilities, a recognition pay of 5% will be assigned for the remainder of the assignment.

Where an employee is assigned to an acting assignment that involves taking on approximately 50-100% of the responsibilities, a recognition pay of 10% will be assigned for the remainder of the assignment.

Once the individual discontinues their additional responsibilities they will be returned to their original salary. Recognition for any annual pay increases that the employee would have received if he or she had remained in the permanent position will be given. This will not exceed the salary range maximum.

6. Non-union Overtime

The below provisions will be applied to all Non-union staff, except where noted. When overtime is deemed necessary by the Manager, compensation for overtime hours worked shall be as follows:

- a) For non-supervisory staff, time worked in excess of their regularly scheduled daily and weekly hours shall be paid at one and one half (1.5) times the employee's regular hourly rate for the first day. For the second day and any statutory holidays, the employee shall be paid at two (2) times their regular hourly rate of pay.
 - When employees are required to return to work at a Town facility for evening meetings the employee shall receive not less than two and one half (2.5) hours pay at overtime rates.
 - An employee may have the option to be paid their overtime rates or may bank their time to be used as time off in lieu of payment. Employees may bank up to a maximum of one (1) week per calendar year.
- b) All overtime will accumulate annually between December 1st and November 30th. Only overtime hours accrued after December 1st may be carried forward to the next year. No other overtime hours shall be carried forward to the next year

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

except in special circumstances as authorized by the Chief Administrative Officer.

- c) Any hours remaining in an employee's overtime bank on December 1st will be paid in December up to the maximum annual pay-out allowed.
- d) Subject to current budget allocation and approval of the Chief Administrative Officer, provision may be made for a one-time payment when extraordinary amounts of overtime have been required for non-recurring special projects or in the event of an emergency.
- e) As per the Non-Union Benefits Policy, overtime is not payable for those employees who are required to attend all regularly scheduled council meetings.
- f) Due to the seasonal overtime demands of the Roads and Sewers Manager/Foreperson/Supervisor and the Community Events Coordinator, these positions may accumulate a maximum of twenty (20) days of overtime which shall be reimbursed as follows:
 - Time off in lieu of payment to a maximum of ten (10) days; and
 - Payout to a maximum of ten (10) days at the applicable overtime rates.
- g) With the exception of the Roads and Sewers Manager/Foreperson/Supervisor and the Community Events Coordinator, banked overtime shall be compensated in the following manner:
 - Supervisory staff may accumulate a maximum of fifteen (15) days (120 hours for 40-hour work weeks or 105 hours for 35-hour work weeks) to be reimbursed as follows:
 - Time off in lieu of payment to a maximum of ten (10) days; **or**
 - Payout to a maximum of ten (10) days pay at their regular daily rate; **or**
 - A combination of time off in lieu and payout without exceeding the maximum of fifteen (15) days.

7. Non-Union Standby Allowance

Non-union standby allowance shall apply to designated supervisory positions. Standby allowance shall be paid to these individuals when they are required by their Supervisor/Manager to be on standby duty and available to attend work at any off hours of work.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

Standby duty will be paid at 1.5 hours for each weekday, 2.5 hours for each weekend day and/or 3.5 hours for each stat day of standby. Alternatively, they may add the equivalent number of hours to their overtime bank. Should the latter be chosen, the banked overtime policy rules shall apply.

8. Public Information

Salaries in excess of \$100,000 per annum shall be reported in accordance with applicable legislation.

Scope

This policy shall apply to all non-union classifications.

Administration

With the assistance of the Manager of Human Resources and the Director of Corporate Services, the Chief Administrative Officer shall review the non-union salary structure annually and make recommendations to Council for appropriate changes as required.

The Manager of Human Resources, under the direction of the Chief Administrative Officer, shall implement and administer the terms of the non-union salary structure.

All non-union increases must receive final approval of the Chief Administrative Officer.

Cross Reference

Policy #2-20 HR-AP-C1

All Personnel – Administration – Salary Calculation Standards

Procedure #2-20 HR-NU-C1.1

Non-union – Compensation – Salary Structure and Grades