



STAFF REPORT
THE CORPORATION OF THE TOWN OF COBOURG

Strategic Priorities and Policy Standing Committee

Report to: Mayor, Deputy Mayor, and Councillors
From: Andrea Short, Manager, Human Resources
Standing Committee Date: June 4, 2024
Report Number: CAO-2024-002
Council Meeting Date: June 26, 2024
Subject: **Human Resources Policy Report**

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1. Recommendation:

THAT Council review and approve the revised Non-Union Compensation – Salary Structure Policy; and

FURTHER THAT Council review and approve the revised Non-Union Benefits Policy; and

FURTHER THAT Council review and approve the Flexible Working Arrangements Policy.

2. Executive Summary:

Policies communicate an organization's culture, values, and philosophy. They cover what employees can expect from the organization, what the company expects from employees, and what customers and the community can expect from the organization. Policies set clear expectations and standards for all staff, create consistency throughout the organization, and reduce risk.

The Non-Union Compensation – Salary Structure Policy will help to serve as an outline for the salary structure for all full-time non-union staff. This policy's purpose

is to 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. This policy has been revised in consultation with Gallagher Benefit Services (Canada) Group Inc. (Gallagher).

The Non-Union Benefits Policy will help to serve as a general outline for the benefits that are available to full-time non-union employees. This policy's purpose is to outline that the Town shall provide eligible non-union personnel and their families with a benefit package that is comprehensive and competitive with Town of Cobourg comparators.

The Flexible Work Arrangements Policy will help to set expectations and standards for all staff as well as contribute to building a better organizational culture. This policy will also help contribute to the Town of Cobourg's ability to retain and attract qualified staff by offering a policy that will address a more competitive work schedule and offer additional flexibility in work location to ensure a better work-life balance for staff. This policy has been developed on a one (1) year trial basis. Review of this policy will occur in June 2025 to determine its continued feasibility.

3. Background

This report and the attached policies are being submitted for review and approval by Council.

The original Non-Union Compensation – Salary Structure Policy was created on January 1st, 2013. The revised policy was submitted on September 26th, 2022. Updates continue to be made to this policy in order to ensure that the Town of Cobourg remains in compliance with all applicable legislation and is able to remain competitive with comparator municipalities.

The original Non-Union Benefits Policy was also created on January 1st, 2013 and the revised policy was submitted on April 19th, 2022. This policy addresses several benefits that are provided to non-union staff in order to remain competitive with comparator municipalities. These benefits include vacation entitlements, paid statutory holidays, extended health and dental benefits, pension benefits, and any other benefits provided to staff in order to remain competitive. Benefits for non-union staff have historically been given in consultation with the collective agreements that are in place for the Town.

The new Flexible Working Arrangements policy is a revision of the current Hybrid Work Policy that was created into order to support a flexible work culture and to encourage working from home arrangements, when feasible, for staff. The new policy will combine the current hybrid working policy and the summer hours procedure for non-union staff, as well as the new option for staff to be able to work a compressed work week.

All flexible working arrangements will be made in a fair, equitable, and transparent manner with approval of the individual's Manager and/or Director. Each request will be dealt with on a case-by-case basis, taking into consideration the feasibility, operational requirements of the Town, the provisions of workplace policies and procedures, the cost effectiveness of the arrangement, and any language within the collective bargaining agreement (where applicable).

Applicable legislation and/or information considered in the process of creating and updating these policies were:

1. Ontario Employment Standards Act, 2000 (ESA)
2. Ontario Human Rights Code
3. Occupational Health and Safety Act
4. Accessibility for Ontarians with Disabilities Act, 2005
5. Ontario Pay Equity Act
6. Comparator municipality's information
7. Current practices within the Town of Cobourg

4. Discussion:

These policies have been updated and/or created in order to address recruitment and retention issues that have been occurring within the Town of Cobourg.

Non-Union Compensation – Salary Structure Policy

This policy has been updated with recommendations put forward by Gallagher to ensure that our Compensation policy is updated with recent practices and to ensure that our policy allows the Town to recruit and retain individuals with a competitive compensation package.

The Non-Union Compensation – Salary Structure Policy has been updated to reflect more current information including:

- Language around current legislation requirements (ie. Pay Equity Act)
- Annual adjustments to the salary grid
- External market review and comparator list
- Salary administration
- Language around the Professional Development Program
- Overtime hours

Non-Union Benefits Policy

This policy has been updated to include language regarding the benefits program for non-union staff to be more competitive and comparable to the surrounding

municipalities within Northumberland County. Normal updates to the policy will fall in line with the market salary review that will be done every five (5) years. Any adjustments outside of this five (5) year period will be brought back to Council for approval.

Other benefit updates include:

- Wellness days for non-union staff
- Increase of family emergency leave days
- Increase of meal allowance to fall in line with CUPE
- Updated language around vacation and statutory holidays to reflect current practice
- Updated language under OMERS to reflect legislation changes
- Updated language of car allowance for senior leadership

Flexible Working Arrangements

This policy has been created in order to combine the Town's current hybrid work policy and the summer hours program, with a new policy for the compressed work week to create one policy, "Flexible Working Arrangements".

In a continuing effort to become a workplace of choice, as well as to support a healthy work-life balance, the Town of Cobourg offers flexible working arrangements to eligible employees, where applicable. The Town of Cobourg supports flexibility in employee work arrangements wherever it is possible and practical to do so without compromising the effectiveness and efficiency of the Town. It is important that these arrangements are designed to ensure that a sense of community and organizational culture can be maintained and operational requirements, collaboration, information sharing, innovation, and effective service delivery needs are met.

The intent of this policy is to ensure that the Town remains competitive amongst our neighbors/comparators and is essential in ensuring that the Town can attract and retain qualified employees. This policy is also meant to ensure that employees will continue to provide a level of service equal or better than being currently offered. The implementation of this policy will be on a one (1) year trial basis and will be reviewed in June 2025 to determine if the program will continue or will be terminated and reverted back to a summer hours program and hybrid work arrangements program.

5. Financial Impact and Budget

Non-Union Compensation – Salary Structure Policy

Future financial impacts resulting from the approval of this policy will be incorporated into annual operating budgets.

Non-Union Benefits Policy

Future financial impacts resulting from the approval of this policy will be incorporated into the operating budget in the year in which the salary market review is conducted for non-union staff.

Flexible Working Arrangements

There is no additional financial implications and/or budget impacts in relation to the approval of this policy.

6. Relationship to Council's Strategic Plan Priorities 2023 to 2027 and beyond:

Thriving Community

These updated policies will help the Town to become more competitive in its recruitment by having these updated/new compensation, benefits, and work-life balance policies. It will support the strategic plan as it will support competitiveness through the investment in people and our staff.

Service Excellence

A characteristic of service excellence is ensuring human resource policies and practices make Cobourg the employer of choice to attract and retain the best talent. Attractive compensation is a priority to be an employer of choice. Ideal employers frequently benchmark compensation plans and adopt progressive benefits strategies and policies to reflect work-life balance to remain competitive.

7. Public Engagement:

Not applicable.

8. Attachments:

- Non-Union Compensation – Salary Structure Policy
- Non-Union Benefits Policy
- Flexible Working Arrangements Policy

Report Approval Details

Document Title:	HR Policy Report - NU Compensation, Benefits and Flexible Work Arrangements.docx
Attachments:	- NU Compensation Policy - Updated 2024 v2.pdf - NU Benefits Policy - 2024 v2.pdf - NU Flexible Working Arrangements - 2024.pdf
Final Approval Date:	May 27, 2024

This report and all of its attachments were approved and signed as outlined below:

Tracey Vaughan, Chief Administrative Officer - May 27, 2024 - 12:43 PM