



Corporation of the Town of Cobourg

Policy Title: Non-Union Compensation – Salary Structure

Division: General Administration
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Approval Level: Town Council
Section Number: 2-20

Department: Human Resources
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Policy Number: HR-NU-C1

Purpose

The Corporation of the Town of Cobourg shall establish a salary plan that will result in a fair, equitable and market competitive salary schedule for non-union personnel.

The Corporation of the Town of Cobourg will administer a salary compensation structure that provides internal employment equity and complies with the *Ontario Pay Equity Act*.

Definitions

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

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. Compensation Plan

- a) The non-union salary structure is comprised of 13 pay bands, wherein each band has five steps, and step five is job rate/maximum. Job rate is established in consideration of market, salary compression and compliance with Ontario pay and employment legislation.

Jobs are assigned to one of the pay bands based on formal evaluation of skill, effort, responsibility and working conditions as described in the Job Evaluation Plan.

- b) 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 a Job Information Questionnaire (JIQ) or provide input to update the job description. The JIQ and or job description will

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

be used to evaluate the position.

The employer maintains the authority to define minimum qualifications and experience, subject to any legislative compliance requirements.

- c) Annual adjustments to the salary grid shall take into consideration, and be subject to Council approval with the following information:

- Ontario Consumer Price Index (CPI) rates for the 12 months prior to Council approval.
- Council approved increase for the Canadian Union of Public Employees (CUPE) group
- Average of projected increases across the defined comparator municipalities.

- d) Salary changes shall be effective on January 1st of each calendar 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.

- e) An external market review shall be conducted every fifth (5th) year for all non-union positions to ensure that compensation rates and the salary structure remain competitive.

Comparators used for assessing market competitiveness will reviewed and confirmed for each market review taking into consideration:

1. Similar size as measured by, for example, population served, number of households, number of full time / part time employees, and budget
2. Geographic considerations that may include: location within the 401 corridor, similar labour market considerations, proximity to other large urban population, urban/rural mix, etc.
3. Similar services including water/wastewater services, fire, recreation complex, etc.

The Town target pay policy is to align job rates to no less than the 60th percentile/median rate of the market comparator. The target pay policy is reviewed for appropriateness as part of each comprehensive market review completed every five years.

- f) 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.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

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

2. Salary Administration:

- a) Employees shall commence their employment at step 1 of the pay grade in which their position is classified unless otherwise approved by the Chief Administrative Officer.
- b) When an employee is permanently promoted to a position in a higher pay grade, the employee will be placed into a new step that is no less than their current rate of pay.
- c) When an employee voluntarily accepts a position in a lower pay grade, they are assigned to a step that is closest to their current rate of pay which may result in a lower rate.
- d) Acting pay may be awarded wherein an employee assumes 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.
- e) Where an employee is assigned to an acting assignment that involves taking on up to 50% of the responsibilities, a recognition pay of 5% will be assigned for the remainder of the assignment.
- f) 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.
- g) 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.
- h) Treatment of Overtime Hours

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

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.

Subject to current budget allocation and approval of the Chief Administrative Officer,

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

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.

When overtime is deemed necessary by the Manager, compensation for overtime hours worked is dependent upon the role within the Town and shall be as follows:

I. Non-Supervisory Staff

All authorized time worked in excess of their regularly scheduled weekly hours (35 or 40 hours) to a maximum of 7 or 8 hours respectively, shall be paid at one and one half (1.5) times the employee's regular hourly rate.

Authorized time worked in excess of 42 or 48 hours respectively shall be paid at two (2) times their regular hourly rate of pay.

An employee may have the option to be paid their overtime pay earned 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. All banked time is banked at straight time.

II. Roads and Sewers Manager and Supervisor, and the Manager, Culture, Events, and Tourism ONLY:

Due to the seasonal overtime demands of these positions, the incumbents 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.

III. 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.
- Where a position is regularly required to attend evening Council / Committee of Council meetings these hours do not contribute toward any overtime accumulation.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

- i) Time worked on statutory holidays shall be paid at two (2) times their regular hourly rate of pay.
- j) Call-Back Pay: When an employee is required to return to work at a Town facility the employee shall receive not less than two and one half (2.5) hours pay at overtime rates.
- k) 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.

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 statutory holiday. 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. Standby pay is paid at straight time for each hour worked.

3. Employee Professional Development Program

The Employee Professional Development Program (EPDP) will provide a structured process to set clear goals, enable on-going feedback and support on the employee's development, and ensure open communication between management and employees as a year-round process. The EPDP process shall:

- Provide two-way communication between management and the employee to formally discuss their goals and professional development;
- Set objectives and criteria for the employee based on the Strategic Plan and/or any Master Plans for that department;
- Set priorities for the employee and ensure there is tracking of those priorities throughout the year;
- Set out a timeline for regular and on-going feedback to determine the progress and the achievement of goals through the EPDP; and
- Provide tools to management and employees to assist in tracking employee development throughout the year.

Scope

This policy shall apply to all non-union classifications.

Corporation of the Town of Cobourg

Policy Title: Non-union Compensation - Salary Structure

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