



Is Policy Name: Non-Union Compensation Policy	Policy No: S600-30
Committee approval date:	June 1, 2015
Council approval date:	June 1, 2015
Revision date(s):	June 29, 2021 December 19, 2022
Department/Division:	People Services

1. Purpose

1.1. This policy provides for a salary administration program for all non-union employees. It is intended to attract, retain, motivate, and reward qualified employees by establishing and maintaining a competitive compensation program while remaining cognizant of the Town's fiscal responsibility to its residents.

2. Policy Statement

2.1. The Town is committed to remunerating its employees fairly and equitably for the work they perform on behalf of the corporation. The Town will maintain a compensation policy that is internally equitable, externally competitive and pay equity compliant.

3. Definitions

3.1. In this policy:

"Acting Pay" means additional compensation paid to an employee during the Acting Pay Period, which is the greater of ten percent (10%) of the employee's salary in their regular position or the minimum of the higher salary grade.

"Acting Pay Period" means the period of time that commences after an employee has worked in a Temporary Assignment for two (2) consecutive weeks and/or ten (10) consecutive business days, whichever is longer, and continues until the end of the Temporary Assignment.

"Compensation" refers to any form of monetary remuneration made to an employee for services rendered.



“Job Evaluation” is a process to determine the relative value of jobs within an organization utilizing pre-established criteria as a measurement tool so that jobs can be compared to one another and comply with pay equity legislation.

“Living Wage” is calculated annually by the Ontario Living Wage Network. The Living Wage is the hourly rate of pay a worker needs to earn to cover the basic expenses of living in Niagara.

“Red-circled” is when the job rate of the salary range is less than the current pay of the employee, resulting in a frozen salary.

“Temporary Assignment” is a situation in which an employee is tasked with and/or required to assume a substantial proportion of the higher level duties and responsibilities of a position other than their regular position for a limited period of time, the duration of which may or may not be known when the Temporary Assignment commences.

4. General Provisions

4.1. Pay Equity and Job Evaluation

4.1.1. Salaries are determined by the results of a point factor method of job evaluation. The Town shall maintain a job evaluation system that is internally and pay equity compliant. A re-evaluation process shall be available for all applicable employees to ensure equity is maintained.

4.2. Market Competitiveness

4.2.1. External market competitiveness is set at the 55th percentile for the Non-Union Salary Grid. A comprehensive market review may be undertaken every four (4) years to ensure this pay philosophy is maintained.

4.2.2. The comparator organizations for the purpose of evaluating market competitiveness are:

Thorold

Grimsby



Port Colborne

Wainfleet

Lincoln

Haldimand County

Niagara-on-the-Lake

Kingsville

Fort Erie

Tillsonburg

4.3. The Living Wage

4.3.1. All those employed by the Town, save and except students and/or persons participating in co-ops, internships or similar for which academic credit is received, will at minimum earn the Living Wage.

4.3.2. The Living Wage is released in November each year. The Manager of People Services shall ensure that the Town remains compliant with the Living Wage calculation and will provide said data to the Director of Corporate Services/Treasurer on an annual basis for budgetary purposes.

4.3.3. The Town will ensure that the non-union salary grids remain compliant with the new Living Wage requirement.

4.3.4. Compensation and wage rates of employment with the Town of Pelham wherein the position is represented by a union as part of a collective agreement are subject to the collective bargaining process and are specifically excluded from this policy.

4.4. Compensation

4.4.1. Movement through the pay band will occur once annually and will be based on a satisfactory performance evaluation for the prior year. This requires, at minimum, the employee receive a 'Successful' or 'In Training' performance rating.

4.4.2. Progression through the pay band is in recognition of satisfactory performance while actively at work. Employees on a leave of absence for a period of six (6) months or more during the performance evaluation period will not be eligible for a merit increase. Upon return to work, the employee will be returned to the salary level which was in effect at the time of the commencement of the leave. The employee's salary will be adjusted by any



cost of living increases approved by Council during the period while on leave.

- 4.4.3. Employees hired on or after July 1 will move to the next step on the salary grid upon the successful completion of the six (6) month probationary period. Time frames for continued progression through the pay band are as outlined in 4.3.1.
- 4.4.4. New employees shall be placed in the pay band their position is classified under at a step negotiated based upon experience and market competitiveness.
- 4.4.5. In the event of a red-circled salary, the employee shall not receive the annual cost of living adjustment until the salary grid catches up to their current wage.
- 4.4.6. Compression that may arise between supervisory positions and the unionized staff they supervise will be reviewed on an annual basis by the Chief Administrative Officer (CAO). The CAO shall determine if the Non-Union Salary Grid requires adjustment to ensure an appropriate spread is maintained between levels of responsibility.
- 4.4.7. Wage rates and classifications for temporary, part-time student, and seasonal positions are set and approved annually by the Chief Administrative Officer.
- 4.4.8. Individual salaries are and should remain confidential and fall under the legislated requirements of the *Municipal Freedom of Information and Protection of Personal Privacy Act*.

4.5. Acting Pay

- 4.5.1. In the event that a Town of Pelham employee is required and/or selected to take on a Temporary Assignment of a position of a higher pay grade than their regular position for a period longer than two (2) weeks, the employee will receive Acting Pay for the duration of the Acting Pay Period.



- 4.5.2. Employees who are required and/or selected to take on a Temporary Assignment must meet the minimum skill and job responsibility requirements for the position being filled, as described in the applicable job description. This includes but is not limited to having the required training, certificates and work experience to meet the legislated requirements of the position being filled.
- 4.5.3. Funding for situations that require Acting Pay must be generated from existing budget resources within the department of the position being filled and should generally be pooled from the funds allocated for the vacant position. The Human Resources Capacity Building Reserve may be used with the approval of the CAO in circumstances where funds for Acting Pay are unavailable in the existing departmental budget.
- 4.5.4. Initiating the Authority of the Acting CAO
- 4.5.4.1. In the event that a Temporary Assignment of the Chief Administrative Officer (CAO) position is required, an Acting CAO may be authorized to take on the Temporary Assignment. Only the CAO or, in grave circumstances in which the CAO is unable to act, Town Council has the authority to initiate the authority of the Acting CAO.
- 4.5.4.2. The CAO will send an email to Town Council and the senior leadership team advising that, effective a specific date, the Acting CAO will have authority to act on the CAO's behalf. If the end date is known, the CAO will include the range of dates at this time. If the end date is unknown, the CAO will indicate that the end date is pending and will be communicated once identified.
- 4.5.4.3. The Acting CAO does not have the authority to unilaterally terminate employment. Employment decisions involving senior leadership team members must have prior approval of Town Council. Employment decisions involving employees in all other positions must be made in partnership with People Services and follow the established process for conduct and/or performance issues.



- 4.5.4.4. If the Acting CAO is unable to fulfill the duties of the Temporary Assignment, the CAO in partnership with Town Council has the right to end the Temporary Assignment at any time.

4.6. Transfers, Promotions, Demotions

- 4.6.1. When an employee is permanently transferred or promoted to a position in a higher pay range, the employee will be placed in the new pay band at the start rate of that position.
- 4.6.2. If an employee is permanently demoted or transferred to a position in a lower pay grade, the present salary level may be red-circled.
- 4.6.3. In the event an employee applies for and is successful in obtaining a lower paid position, the employee will move to the start rate of that position.