

# THE TOWN OF FORT FRANCES

## Section: Human Resources

### Policy: Management/Non-Union Salary Administration

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| <b>Creation Date:</b>                | October 2002   |
| <b>Revised Date:</b>                 | 2003, 2004, 2005, 2006, 2007, 2009, 2010, 2011, 2014, 2016, 2019, 2020 |
| <b>Resolution Number:</b>            | 335  |
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#### **1. POLICY PURPOSE**

To direct salary grid placement and the rates of compensation for the Corporation's Management / Non-Union employees.

#### **2. POLICY OBJECTIVES**

To establish and maintain a fair and equitable method of remuneration for all Management / Non-Union employees.

To establish and maintain appropriate salary/wage differentials between supervisory and bargaining unit positions.

To maintain compliance with pay equity legislation.

#### **3. COVERAGE**

All Management / Non-Union employees of the Town of Fort Frances.

#### 4. JOB EVALUATION PROCESS

##### Definitions:

| <b>List of Definitions</b>     |   |
|--------------------------------|---|
| <b>Term</b>                    | <b>Definition</b>   |
| Appellant                      | The individual(s) who appeal a decision of the Job Evaluation Committee (JEC).  |
| Consensus Decision             | Occurs when everyone on a committee reaches the point where they fundamentally agree and can support a decision. Reaching a consensus decision doesn't necessarily require that every member completely agrees, simply that each member can support the decision.   |
| Degree                         | The actual measurement levels within a given sub factor.  |
| Factors and Subfactors         | A <b>factor</b> is a major criterion used to measure jobs.<br><b>Subfactors</b> are components in a factor.   |
| Gender Neutral                 | Any practice which does not discriminate between men and women.   |
| Incumbent                      | An employee who has been appointed to a job. Some jobs may have multiple incumbents (e.g. Lifeguard).   |
| Job                            | Is made up of duties and responsibilities.  |
| Job Analysis                   | The process of recording the tasks, duties, required skill, effort, responsibility and working conditions involved in the performance of that job. Job Analysis may be conducted using a variety of techniques, including but not limited to, the use of questionnaires, job descriptions, interviews, and work-site observation. |
| Job Description                | A written description of a job including a summary of the major duties, responsibilities, job specifications, skills, and effort, and working conditions for a job.   |
| Job Evaluation                 | A process which measures the relative value of jobs within the bargaining unit. This value is expressed in points.  |
| Job Evaluation Tool            | The tool used to conduct job evaluations, containing the guidelines and degree levels for each sub-factor used for evaluating a job.  |
| Job Evaluation Committee (JEC) | The committee responsible for the evaluation of jobs. The committee consists of the Human Resources Manager, or designate, the Chief Administrative Officer, or designate, and the Treasurer, or designate, as well as an alternate member from the Management Non-Union group selected by the committee.                         |
| Majority Vote                  | A vote of the JEC where more than one half of the members support a given position, or motion.  |
| New Job                        | A job which is added to the organization which is sufficiently different from work currently being performed in the workplace that it cannot be assigned to an existing job.  |
| Pay Equity                     | Pay Equity is defined in statute in the Pay Equity Act.   |

|                                     |  |
|-------------------------------------|--|
| Points, Weighting, and Total Points | Points are the numerical value assigned to each degree in each subfactor. Weighting is assigned to each subfactor as established by the JEC.   |
| Position                            | Is a collection of duties and responsibilities assigned to one person.   |
| Rating                              | The process of reviewing the related job documents using the Job Evaluation Tool and selecting the appropriate sub factor degree.  |
| Sore-thumbing                       | <p>The process of comparing new rating decisions to previous rating decisions of similar, or related jobs. Comparisons may be performed on a subfactor by subfactor basis, or total points basis.</p> <p>The process helps to confirm the accuracy of job evaluation results and helps to ensure that job evaluation results reflect a relative ranking.</p> |

**Job Evaluation:**

1. Job Evaluation is about the job, not about the person doing the job.
2. It is a means of determining the relative value of the job, it is not a means of measuring individual performance.
3. It is used to establish internal equity and maintain compliance with pay equity legislation.
4. Is a collaborative process where a committee works together to reach consensus.

**Job Evaluation Tool:**

1. All job evaluations will be conducted using a gender-neutral job evaluation tool to ensure compliance with Pay Equity legislation.
2. All jobs will be evaluated using the same tool. The tool is appended to this policy in Appendix 'A'.

**Job Evaluation Committee:**

1. A job evaluation committee (JEC), consisting Human Resources Manager, or designate, the Chief Administrative Officer, or designate, and the Treasurer, or designate shall evaluate all jobs in the Management Non-Union group.
2. An alternate member, selected by the Committee, may participate in job evaluations in the absence of a committee member. A minimum of two (2) committee members are required to conduct a job evaluation.
3. No member of the committee shall evaluate their own job.
4. Members of the committee shall apply the job evaluation tool in a consistent and gender-neutral manner and shall not favour one type of work over another or one individual over another.

### **Materials to Support Job Evaluations:**

The following materials may be used to support job evaluations:

1. Current job description. The committee shall use the current job description for the job being evaluated.
2. The committee shall use the results of any current job analysis that has been conducted for the job being evaluated. Where feasible, a job analysis should be conducted prior to conducting a job evaluation. In the case of a new position where there is no incumbent, a job analysis is not required.
3. Written, or oral documentation from incumbents, or supervisors to provide additional information may be included, as required.
4. Any other reference material deemed relevant by the committee.

### **Requirement for Job Evaluation**

Job evaluations shall be conducted in the following circumstances:

1. When a job is added to the Management Non-Union group, a job evaluation shall occur prior to its addition.
2. One year after a new job has been added, and an incumbent has been in place, the job shall be re-evaluated by the JEC.
3. When it has been mutually agreed to by the JEC that a job has substantially changed.
4. When a supervisor, or job incumbent identifies that the job duties, or the qualifications for the position, have substantially changed, they may request a job evaluation by contacting the Human Resources Manager.
  - a. If such a request is received, a copy shall be provided to each member of the JEC within 10 business days, and the JEC shall determine, by consensus, or majority vote if consensus can't be achieved, if a job evaluation is to be conducted.
  - b. If an employee, or supervisor makes a request more than one time per year, or makes a request that is baseless in nature, the JEC, at its sole discretion, may deny the request.
  - c. The Human Resources Manager, on behalf of the JEC, shall notify the party requesting the job evaluation of the JEC's decision, and shall provide a copy to the other members of the JJEC, and the Unit Chair.

### **Job Analysis**

It is good practice to conduct a job analysis prior to completing a job evaluation. The Human Resources Manager and supervisor will endeavor to provide a job analysis to the JEC prior to undertaking a job evaluation, unless it is a newly created job being evaluated.

The method used to undertake job analysis shall be at the discretion of the JEC.

### **Review of Results & Sore Thumbing**

As job evaluation is to some degree, a subjective process, it is important to periodically review ratings, and undertake sore thumbing. During the job evaluation process, upon reaching consensus, the JEC shall review the agreed upon rates against existing job ratings.

## **Results of Job Evaluation**

After completion of the job evaluation, and if required, sore thumbing, the Human Resources Manager shall communicate the results of the job evaluation to the incumbent, and relevant supervisors within ten (10) business days upon completion of the job evaluation.

## **Adjustments to compensation**

Job evaluation creates a relative ranking of jobs and on occasion, the results of job evaluation will indicate that the pay band for the job will need to be changed. If this occurs, the job shall be placed in its appropriate pay band based on the scoring identified in the completed job evaluation.

If the job moves to a higher pay band, the following shall take place:

1. If the current rate of pay for the incumbent is within their new pay band, they shall maintain their rate of pay. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.
2. If the current rate of pay for the incumbent is below the rate of pay for the new pay band, their new pay rate shall be the base rate of the new pay band. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.

If the job moves to a lower pay band, the following shall take place:

1. If the current rate of pay for the incumbent is within their new pay band, they shall maintain their rate of pay. Contingent on receiving a satisfactory performance appraisal, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.
2. If the current rate of pay for the incumbent is above the rate of pay for the new pay band, their wage will be frozen until such time as it aligns with their pay band.

## **Appeals**

1. The incumbent, or Senior Manager (Chief Administrative Officer, Treasurer, Operations and Facilities Manager, Recreation and Culture Manager) may appeal the results of a job evaluation to the JEC within thirty (30) calendar days of receiving the results of the job evaluation by submitting a request in writing to the Human Resources Manager. If the Manager requesting the appeal is a member of the JEC, they shall recuse themselves from the appeal process, and the alternate member shall take their place.
2. The appeal request shall include the following:

- a. The reason(s) for which the appellant feels that the results of the Job Evaluation are not accurate.
  - b. The appellant must identify any ratings that they feel are inaccurate, provide what they believe to be the correct rating, and provide rationale for their rating.
  - c. The JEC shall review the appeal within thirty (30) calendar days, at a time of mutual agreement, and determine by consensus, or failing to achieve consensus, majority vote, if the appeal has merit.
  - d. If the appeal is deemed to have merit, the JEC shall review the specific ratings identified in the appeal, and reach consensus to determine what, if any, changes are required.
  - e. Once the appeal process is complete, and the JEC has reached a decision, they shall notify the appellant in writing within ten (10) business days.
3. Results of the appeal process are final. For jobs with multiple incumbents, only one appeal may be filed.

### **The Salary Structure Administration Practices Committee (SSAPC)**

The Salary Structure Administration Practices Committee (SSAPC) will provide policy, and strategic direction regarding the following:

- Compensation, and total rewards practices for the Management / Non-Union group.
- Job evaluation practices for the Management / Non-Union group.
- Compliance with pay equity legislation.

The SSAPC will consist of the following members:

- The Chief Administrative Officer (or designate)
- Human Resources Manager
- Treasurer (or designate)
- Two members of Council

## **5. SETTING RATES OF COMPENSATION**

### **A. Point Bands**

Each position will be compensated on the basis of the band or range of point values into which the job falls. Once the total point value of the position has been determined, the JEC will define the appropriate point band for the job. There are seventeen (17) different groups ranging from one hundred and five (105) points at the base of Band 1 to eight hundred and twenty-five (825) points at the base of Band 17. The point band will determine the appropriate salary range.

## B. Salary Ranges

The point band number defines the salary range. The salary level for each point band consists of six (6) steps, with step 0 being the base of the pay band and step 5 being the maximum of the pay band.

Salary ranges shall progress in line with the annual increments identified in this policy. The rates for Step 0 and Step 5 shall be multiplied by the annual increment, and steps 1,2,3 and 4 shall be at equal increments between steps 0 and 5.

### **6. INITIAL PLACEMENT ON COMPENSATION GRID**

Upon being hired, staff will be placed on the salary grid. Placement shall occur according to the following criteria:

1. All positions start at Step 0 unless they have significant related experience as follows:
  - a. Step 1: 5 – 10 years in a related job at a lower level (e.g. Supervisor, or Division Manager) with the Town of Fort Frances, or another employer.
  - b. Step 2: 5 – 10 years in a related job at the same level, or higher level (e.g. Supervisor, or Division Manager) with the Town of Fort Frances, or another employer.
  - c. Step 3: 10 or more years of experience in a related job at the same level, or higher level with the Town of Fort Frances, or another employer.
  - d. Placement at Step 4 or higher shall be at the discretion of the CAO, and Human Resources Manager.

The Human Resources Manager will be responsible for initial grid placement unless it is at Step 4 or higher.

#### **Definitions:**

A related job is defined as a job where the candidate would have gained experience performing a number of the key duties in the job or have obtained some or all of the required qualifications for the job.

A job at the same level is defined as a job with a similar level of responsibilities. For example, functional lead, line supervisor, superintendent, project manager, department manager, division manager. Consideration should be given to responsibilities related to supervision of staff, financial management, project management, providing functional direction, as well as other relevant factors.

A job at a higher level is defined as a job with a higher level of responsibility. For example, someone with experience as a division manager who is applying for a department manager position. Consideration should be given to responsibilities related to supervision of staff,

financial management, project management, providing functional direction, as well as other relevant factors.

An employee holding a supervisory role shall be entitled to an effective rate of pay which is no less than 3% more than that of their direct subordinates. This principle will direct the initial placement on the compensation grid, and progression through the grid.

## **7. PROGRESSION THROUGH PAY BAND**

Employees shall progress through the pay band as follows:

1. Contingent on a satisfactory performance appraisal, which must be completed by the supervisor once per year, the incumbent will move to the next step on their new pay band at their anniversary date (i.e. the date they started in their current position) and will continue to do so until they reach the maximum rate for their pay band.

## **8. POLICY REVIEW AND MAINTENANCE**

The SSAPC Committee will review this policy at least once per term of Council and may review the policy as required.

A review of market compensation rates for Management Non-Union jobs, and bargaining unit jobs shall be conducted once per term of council. The Human Resources Manager and CAO at their discretion may undertake or arrange for a market survey as required.

Once a review is completed, if changes to compensation rates, or policy are indicated, the SSAPC Committee will submit a report with recommendations to Council with respect to rates of compensation and to any other matter relating to the operation of the process.

## 9. SALARY RANGES FOR EACH PAY BAND

The following are the hourly salary ranges for each pay band:

| 2020 | Hourly Rate |          |          |          |          |          |
|------|-------------|----------|----------|----------|----------|----------|
| Band | Step 0      | Step 1   | Step 2   | Step 3   | Step 4   | Step 5   |
| 1    | \$ 17.30    | \$ 17.92 | \$ 18.42 | \$ 18.81 | \$ 19.13 | \$ 20.40 |
| 2    | \$ 18.30    | \$ 19.32 | \$ 20.14 | \$ 20.79 | \$ 21.31 | \$ 23.40 |
| 3    | \$ 20.40    | \$ 21.42 | \$ 22.24 | \$ 22.89 | \$ 23.41 | \$ 25.50 |
| 4    | \$ 22.40    | \$ 23.42 | \$ 24.44 | \$ 25.46 | \$ 26.48 | \$ 27.50 |
| 5    | \$ 24.50    | \$ 25.52 | \$ 26.54 | \$ 27.56 | \$ 28.58 | \$ 29.60 |
| 6    | \$ 24.50    | \$ 25.72 | \$ 26.94 | \$ 28.16 | \$ 29.38 | \$ 30.60 |
| 7    | \$ 27.50    | \$ 28.72 | \$ 29.94 | \$ 31.16 | \$ 32.38 | \$ 33.60 |
| 8    | \$ 29.60    | \$ 31.02 | \$ 32.44 | \$ 33.86 | \$ 35.28 | \$ 36.70 |
| 9    | \$ 31.60    | \$ 33.02 | \$ 34.44 | \$ 35.86 | \$ 37.28 | \$ 38.70 |
| 10   | \$ 34.60    | \$ 36.04 | \$ 37.48 | \$ 38.92 | \$ 40.36 | \$ 41.80 |
| 11   | \$ 36.70    | \$ 38.32 | \$ 39.94 | \$ 41.56 | \$ 43.18 | \$ 44.80 |
| 12   | \$ 39.70    | \$ 41.34 | \$ 42.98 | \$ 44.62 | \$ 46.26 | \$ 47.90 |
| 13   | \$ 41.80    | \$ 43.64 | \$ 45.11 | \$ 46.29 | \$ 47.23 | \$ 51.00 |
| 14   | \$ 44.80    | \$ 46.84 | \$ 48.47 | \$ 49.78 | \$ 50.82 | \$ 55.00 |
| 15   | \$ 48.90    | \$ 51.14 | \$ 53.38 | \$ 55.62 | \$ 57.86 | \$ 60.10 |
| 16   | \$ 53.00    | \$ 55.44 | \$ 57.39 | \$ 58.95 | \$ 60.20 | \$ 65.20 |
| 17   | \$ 66.00    | \$ 68.00 | \$ 70.00 | \$ 72.00 | \$ 74.00 | \$ 76.00 |

| 2021 | Hourly Rate (2% increase from 2020) |          |          |          |          |          |
|------|-------------------------------------|----------|----------|----------|----------|----------|
| Band | Step 0                              | Step 1   | Step 2   | Step 3   | Step 4   | Step 5   |
| 1    | \$ 17.65                            | \$ 18.28 | \$ 18.91 | \$ 19.54 | \$ 20.18 | \$ 20.81 |
| 2    | \$ 18.67                            | \$ 19.71 | \$ 20.75 | \$ 21.79 | \$ 22.83 | \$ 23.87 |
| 3    | \$ 20.81                            | \$ 21.85 | \$ 22.89 | \$ 23.93 | \$ 24.97 | \$ 26.01 |
| 4    | \$ 22.85                            | \$ 23.89 | \$ 24.93 | \$ 25.97 | \$ 27.01 | \$ 28.05 |
| 5    | \$ 24.99                            | \$ 26.03 | \$ 27.07 | \$ 28.11 | \$ 29.15 | \$ 30.19 |
| 6    | \$ 24.99                            | \$ 26.23 | \$ 27.48 | \$ 28.72 | \$ 29.97 | \$ 31.21 |
| 7    | \$ 28.05                            | \$ 29.29 | \$ 30.54 | \$ 31.78 | \$ 33.03 | \$ 34.27 |
| 8    | \$ 30.19                            | \$ 31.64 | \$ 33.09 | \$ 34.54 | \$ 35.99 | \$ 37.43 |
| 9    | \$ 32.23                            | \$ 33.68 | \$ 35.13 | \$ 36.58 | \$ 38.03 | \$ 39.47 |
| 10   | \$ 35.29                            | \$ 36.76 | \$ 38.23 | \$ 39.70 | \$ 41.17 | \$ 42.64 |
| 11   | \$ 37.43                            | \$ 39.09 | \$ 40.74 | \$ 42.39 | \$ 44.04 | \$ 45.70 |
| 12   | \$ 40.49                            | \$ 42.17 | \$ 43.84 | \$ 45.51 | \$ 47.19 | \$ 48.86 |
| 13   | \$ 42.64                            | \$ 44.51 | \$ 46.39 | \$ 48.27 | \$ 50.14 | \$ 52.02 |
| 14   | \$ 45.70                            | \$ 47.78 | \$ 49.86 | \$ 51.94 | \$ 54.02 | \$ 56.10 |
| 15   | \$ 49.88                            | \$ 52.16 | \$ 54.45 | \$ 56.73 | \$ 59.02 | \$ 61.30 |
| 16   | \$ 54.06                            | \$ 56.55 | \$ 59.04 | \$ 61.53 | \$ 64.02 | \$ 66.50 |
| 17   | \$ 67.32                            | \$ 69.36 | \$ 71.40 | \$ 73.44 | \$ 75.48 | \$ 77.52 |

| 2022 | Hourly Rate (2% increase from 2021) |          |          |          |          |          |
|------|-------------------------------------|----------|----------|----------|----------|----------|
| Band | Step 0                              | Step 1   | Step 2   | Step 3   | Step 4   | Step 5   |
| 1    | \$ 18.00                            | \$ 18.64 | \$ 19.29 | \$ 19.93 | \$ 20.58 | \$ 21.22 |
| 2    | \$ 19.04                            | \$ 20.10 | \$ 21.16 | \$ 22.22 | \$ 23.28 | \$ 24.35 |
| 3    | \$ 21.22                            | \$ 22.29 | \$ 23.35 | \$ 24.41 | \$ 25.47 | \$ 26.53 |
| 4    | \$ 23.30                            | \$ 24.37 | \$ 25.43 | \$ 26.49 | \$ 27.55 | \$ 28.61 |
| 5    | \$ 25.49                            | \$ 26.55 | \$ 27.61 | \$ 28.67 | \$ 29.73 | \$ 30.80 |
| 6    | \$ 25.49                            | \$ 26.76 | \$ 28.03 | \$ 29.30 | \$ 30.57 | \$ 31.84 |
| 7    | \$ 28.61                            | \$ 29.88 | \$ 31.15 | \$ 32.42 | \$ 33.69 | \$ 34.96 |
| 8    | \$ 30.80                            | \$ 32.27 | \$ 33.75 | \$ 35.23 | \$ 36.71 | \$ 38.18 |
| 9    | \$ 32.88                            | \$ 34.35 | \$ 35.83 | \$ 37.31 | \$ 38.79 | \$ 40.26 |
| 10   | \$ 36.00                            | \$ 37.50 | \$ 38.99 | \$ 40.49 | \$ 41.99 | \$ 43.49 |
| 11   | \$ 38.18                            | \$ 39.87 | \$ 41.55 | \$ 43.24 | \$ 44.92 | \$ 46.61 |
| 12   | \$ 41.30                            | \$ 43.01 | \$ 44.72 | \$ 46.42 | \$ 48.13 | \$ 49.84 |
| 13   | \$ 43.49                            | \$ 45.40 | \$ 47.32 | \$ 49.23 | \$ 51.15 | \$ 53.06 |
| 14   | \$ 46.61                            | \$ 48.73 | \$ 50.85 | \$ 52.98 | \$ 55.10 | \$ 57.22 |
| 15   | \$ 50.88                            | \$ 53.21 | \$ 55.54 | \$ 57.87 | \$ 60.20 | \$ 62.53 |
| 16   | \$ 55.14                            | \$ 57.68 | \$ 60.22 | \$ 62.76 | \$ 65.30 | \$ 67.83 |
| 17   | \$ 68.67                            | \$ 70.75 | \$ 72.83 | \$ 74.91 | \$ 76.99 | \$ 79.07 |