



## Council report

<b>Meeting date:</b>	November 9, 2020
<b>Title:</b>	Organizational and Compensation Review
<b>Prepared by:</b>	L. Johnston, CAO/Deputy Clerk

### Recommendation

That council receives report Organizational and Compensation Review for information.

### Executive summary

In response to the municipality's Request for Proposal (RFP) to complete an organizational and compensation review, four reports have been completed. The West Grey Public Library Board will receive the report regarding library services. West Grey Council will address the findings of the council compensation review in open session on November 9, 2020. The findings of the organizational review and employee compensation review will be addressed in a closed session of council on November 9, 2020, with a public report provided in conjunction with the 2021 Budget.

### Background and discussion

In May 2020, the municipality issued an RFP to retain a qualified consulting firm to complete an organizational and compensation review. The key deliverables of the review were:

- Conduct a review of the municipality's organizational structure and identify if there should be any realignment of positions or changes in reporting structure
- Capture any changes in organization design and job content
- Conduct a review of positions to determine and ensure each position is appropriately defined and compensated for the work being performed based on market equity and internal equity
- Identify appropriate comparators based on specific criteria, collect comparator data and make recommendations to the existing salary ranges
- Review library service delivery, compensation, organizational design
- Conduct a council remuneration study and prepare recommendations

ML Consulting commenced work in June 2020. Marianne Love, principal, completed the organizational review, the salary review, the library service review and the council compensation review. A summary of findings is included in this report and a public report will be provided in conjunction with the 2021 budget.



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## Summary of findings

### Organizational and Compensation Review

When viewed over the past five years, the staffing levels for full-time and part-time employees have been relatively consistent, with three additional positions added to complement in the past three years. West Grey is largely reliant on a full-time staffing model with a consistent level of part-time support. The full-time staffing complement per 1,000 households for the West Grey is 6.4, which is the lowest staffing level in the comparators group.

Succession planning will need to be addressed. Within the next year, five employees of the municipality will be entitled to retire with an unreduced pension; and within the next five years, an additional four employees could retire with an unreduced pension. The positions are across the corporation, and not specific to any one department.

Additionally, the current organizational structure is not an equitable model of direct reports and there are opportunities to better align job functions with service delivery and department responsibilities.

A compensation review was completed 2015 for the Municipality of West Grey. The external consultant developed a pay grid structure which achieved internal, external and statutory equity using updated job evaluation scoring and market rates that reflected the 55<sup>th</sup> percentile of the defined pay market. Library positions were included in the municipality's Pay Equity Plan in 2006, 2015 and 2019. The Salary Grid has been adjusted annually having regard to cost of living increases.

The 2020 compensation review indicates that West Grey pays below all of the defined comparator group with greater deviation in some positions.

Due to the personal information about identifiable individuals (employees), the organizational review and salary review will be presented to council in closed session.

### Library Review

The consultant worked with the Chief Executive Officer of the West Grey Public Library Services to analyze service levels, staffing levels and general operations, based on comparators and standards. An operational review report will be presented to the library board, with any resulting recommendations coming to council, through the board. Library staff compensation was captured in the municipal staff compensation review.



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## Council remuneration review

In conjunction with surveys and 1-on-1 interviews with council, as well as data collected from municipal comparators and research findings from the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), a revised compensation model is proposed by the consultant. The consultant will be presenting the findings and recommendations following today's closed session.

## Legal and legislated requirements

Municipal Act, closed session exemptions.

## Financial and resource implications

This project, at a cost of \$48,400, was funded through the modernization grant, intake 2, which was focused on organizational reviews. The recommendations resulting from this review will be addressed during the 2021 budget process.

## Staffing implications

To be determined.

## Consultation

ML Consulting conducted interviews with all members of council, West Grey's senior management team as well as the chief administrative officer.

## Alignment to strategic vision plan

Pillar 1 – Work together

## Attachments

None.

## Next steps

On direction of council, staff will provide a final report as part of the 2021 budget process.

Respectfully submitted,

Laura Johnston, CAO