

The background of the slide features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side and bottom of the slide, creating a modern, dynamic feel. The main title is centered in the white space on the left.

The Municipality of West Grey 2020 Organizational and Compensation Review

Council Update

June 30, 2020

Marianne Love, ML Consulting

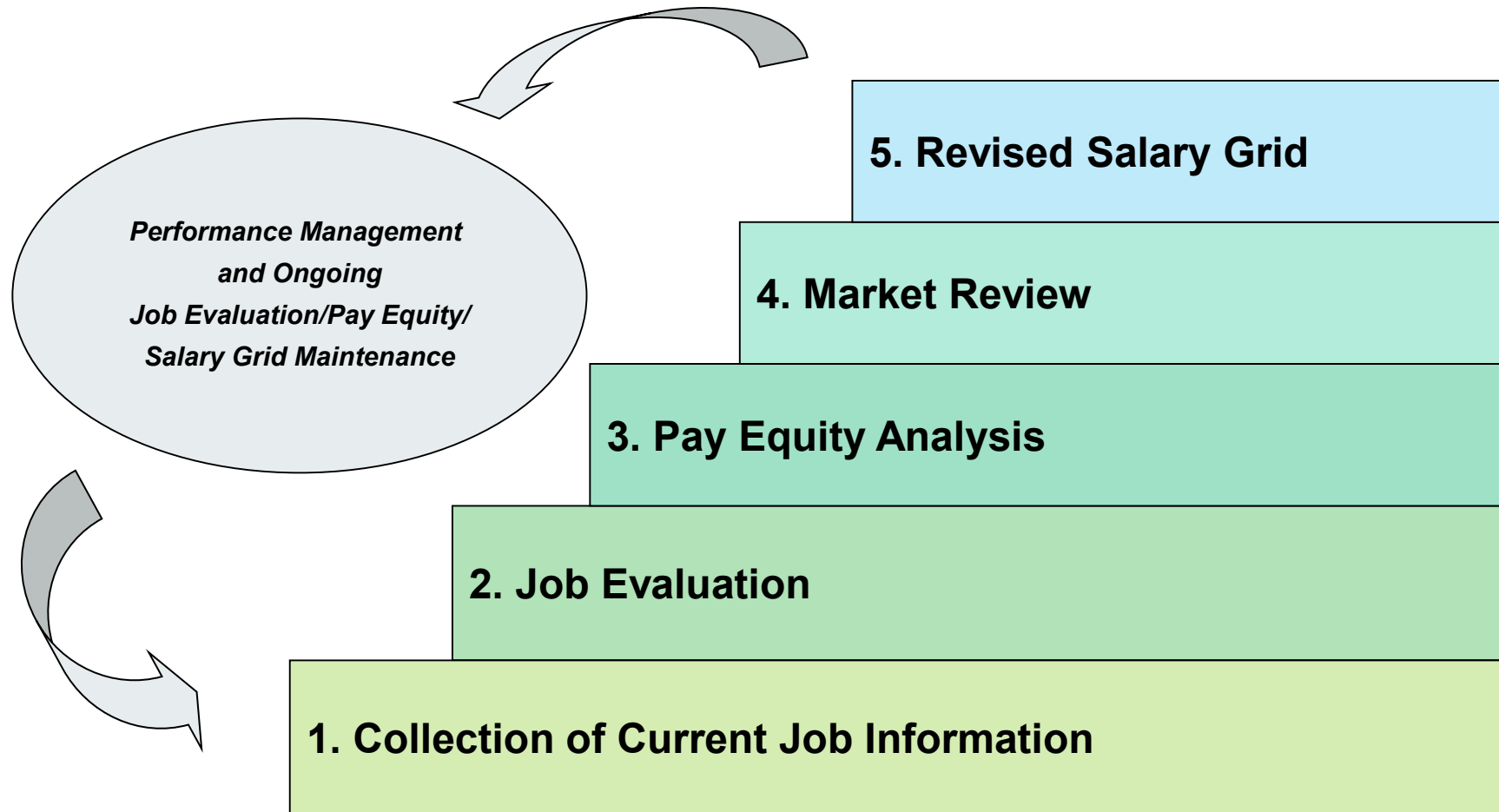
Background

- ▶ West Grey is conducting an Organizational and Compensation Review with 4 components:
 - ▶ review of the current organizational structure;
 - ▶ a wage and compensation review for employee positions;
 - ▶ a review of elected official remuneration; and
 - ▶ a library operations review.
- ▶ Work has commenced on the Employee wage and compensation review and the review of Elected Official remuneration.
- ▶ This preliminary report will provide an update of the work currently underway and to receive feedback from Council on the elements of Council Remuneration that will be surveyed.

Update Employee Compensation Program--Objective

- ▶ Review and update West Grey's compensation program to ensure:
 - ▶ Attraction and retention - external competitiveness;
 - ▶ Pay equity compliance
 - ▶ Internal equity and wage compression issues are addressed
- ▶ Using systems, methods and processes that:
 - ▶ will enable ease of maintenance and administration
 - ▶ provide fair and equitable results
 - ▶ achieve compliance
 - ▶ generate fiscally responsible salary administration

Compensation Program Components



Key Concepts

- ▶ Internal Equity (fairness)
 - ▶ Based on the value of the jobs as determined through job evaluation which provides relative value in the employee group.
- ▶ Pay Equity (legislated requirement)
 - ▶ Based on an analysis of female jobs relative to similar value male jobs in an employee group to achieve legislative compliance.
- ▶ Market Competitiveness (attraction/retention)
 - ▶ Achieved through salary grades that are internally equitable and externally competitive based on a review of external comparator pay data and the organization's pay philosophy.
- ▶ Compensation Philosophy
 - ▶ Competitive pay is a key element in attracting, retaining and rewarding quality employees. Municipal pay policy is typically described by identifying a percentile target for the maximum pay rate for each pay band. We will examine how the Municipality's positions align with various pay market percentiles.

Internal Equity

- ▶ A new job evaluation system has been introduced that will measure the skill, effort, responsibility and working conditions for each position
- ▶ A new job description format will be used to collect current job information for all of the municipality's positions, including the Library
- ▶ An Employee meeting was held on June 18 to explain timelines, explain process, and completion of the Job Descriptions
 - ▶ Job Descriptions will be drafted by Managers with employee engagement and sign off
 - ▶ Job Descriptions will be finalized and forwarded to the Consultant on July 6th
- ▶ The Consultant will evaluate the jobs, prepares preliminary banding framework and review the preliminary results with the CAO

Operating Concepts

- ▶ Job value is determined and validated early on in the process in order to ensure a defensible pay equity analysis
- ▶ Job value determines band placement and forms the foundation for the revised salary grid
- ▶ West Grey currently has a banding framework in place; this will be tested based on the job evaluation results, organization design and the pay market
- ▶ Band placement provides a basis for determining male comparators for pay equity purposes
- ▶ All jobs in the band (regardless of point value) will benefit from the same job rate in the newly developed salary grid - this will achieve internal equity

Reviewing Pay Equity

- ▶ Purpose is to ensure that there is no pay discrimination between male and female jobs
- ▶ Required to compare pay of female jobs to male jobs of similar value
- ▶ Pay Equity can increase the minimum amount of the job rate for female dominated jobs

Market Competitiveness

- ▶ The Consultant will prepare a custom survey:
 - ▶ Municipal comparators based on a defined set of criteria:
 - ▶ comparable size (population/households)
 - ▶ similar employment markets
 - ▶ equivalent scope of services
 - ▶ innovative service delivery
 - ▶ Municipal pay market focus; can source published private sector market data if required
- ▶ The list of comparators may be modified slightly as the project moves forward.
- ▶ The Consultant will match West Grey positions/job rates to positions in comparator municipalities having regard to organization charts, salary/wage schedules and job design
- ▶ A Market Summary will be prepared that shows how West Grey positions compare to the positions matched using various percentiles
- ▶ The Market Summary results will be used to determine how West Grey aligns with the identified pay market, recommend a pay policy and prepare revised job rates for pay bands where required.

Preliminary List of Comparators (11)

| Municipality | County/District/Region | Population* | Operating Expenses** |
|--------------------|------------------------|------------------------------|----------------------|
| The Blue Mountains | Grey | 7,035 | \$30,258,217 |
| Minto | Wellington | 8,671 | \$13,595,059 |
| Brockton | Bruce | 9,461 | \$17,466,105 |
| Grey Highlands | Grey | 9,804 | \$16,986,117 |
| Meaford | Grey | 10,991 | \$19,955,144 |
| Wellington North | Wellington | 11,914 | \$16,058,422 |
| Guelph Eramosa | Wellington | 12,854 | \$12,833,154 |
| North Perth | Perth | 13,130 | \$24,459,446 |
| Clearview | Simcoe | 14,151 | \$21,902,972 |
| Springwater | Simcoe | 19,059 | \$23,366,750 |
| Collingwood | Simcoe | 21,793 | \$54,319,785 |
| <i>West Grey</i> | <i>Grey</i> | <i>12,518</i> | <i>16,508,154</i> |
| | | *2016 Statistics Canada data | **2018 FIR data |

Elected Official Remuneration

- ▶ The Consultant will prepare a comparative analysis of key elements of elected official remuneration using the preliminary municipal comparator group
 - ▶ analysis of base pay for Mayor, Deputy Mayor and Councillor positions using percentile comparisons; and
 - ▶ summary of observations for ancillary compensation

Elements that have been identified for the survey:

| Remuneration Element | West Grey |
|---|--|
| 2020 Base Salary | |
| Mayor | \$18,497 |
| Deputy Mayor | \$10,445 |
| Councillor | \$8,705 |
| 1/3 Tax Free Treatment (eliminated January 1,2019) | No changes made to base salary |
| Meeting Per Diem | |
| Meetings covered | Regular Council Meeting (full day rate), Special Council Meeting, Committee Meetings |
| Full day rate | \$157.78 (more than 4 hours) |
| Half day rate | \$ 87.05 (4 hours or less) |
| Health Benefits | no |
| Retirement Benefits: OMERS | no |
| RRSP | no |
| Conference Attendance | Mayor—3/year; Councillor—2/year |
| Meal Allowance or Reimbursement | \$75/day meal allowance |
| Annual increase | Cost of Living –Base pay and Per diems |
| Travel | \$.47/km (County km rate) |
| Technology | |
| Laptop/Ipad | Provided to all elected officials, currently 4 have laptops, 3 have iPads |
| Cell Phone | no |
| Allowance | \$50 technology allowance provided to councillors. Mayor and Deputy Mayor have county-issued cell phones and do not get this allowance |
| Annual Increase | yes |
| Method | Not to exceed COLA, reviewed each year |

Next Steps:

- ▶ Finalize Council Remuneration elements to be surveyed
- ▶ Collect Municipal Comparator data (Employee Salary/Wage and Council Remuneration)
- ▶ Complete the Job Description writing
- ▶start the job evaluation and market analysis

