

Report HRR-CS-06-15

To: Chair Pringle and Members of the Corporate Services Committee
From: Grant McLevy, Director of Human Resources
Meeting Date: Tuesday, March 24, 2015
Subject: **2015 Non-Union Wage Increase**
Status: Recommendation adopted by Committee as presented per Resolution CS43-15; Endorsed by County Council April 7, 2015 per Resolution CC59-15;

Recommendations

WHEREAS the County of Grey is committed to maintaining sound and effective compensation practices in order to attract and retain qualified employees;

And Whereas the County of Grey is also committed to keeping non-union wages at the 45-55 percentile to be competitive with our comparators;

NOW THEREFORE BE IT RESOLVED THAT the Non Union employee group be granted the budgeted 2.0% increase in wages for 2015, retroactive to January 1, 2015.

Background

It is clear that attracting and retaining talented staff is the key. At the County of Grey it is our people, our behind the scene clerical staff, front line supervisors, managers and directors who are responsible for keeping everything operating — they are a critical asset to our organization.

The County benefits from the fact that it has a large non-union employee group relative to most comparable municipal governments. This large group of non-union employees provides valued flexibility within job roles and adaptability to changing needs and challenges. It is important therefore that the County makes every effort to maintain good relations with its non-union employee group, treating and appearing to treat the group equitably with all other employee groups.

There are 157 different non-union positions in the corporation (204 non-union employees). The wages and salaries for these positions are set and managed through a Council-approved Compensation Program. Each position is placed within a pay range

or salary band within what is called the Salary Grid.

The program is intended to ensure reasonable, consistently applied, internally equitable and externally competitive pay practices that will attract, retain, reward and motivate quality employees. Being a preferred Employer is integral to competing for talent. It is necessary for both attracting new hires to the organization and retaining the talent that the organization currently employs.

Compensation rates are determined by surveying comparable municipal corporations, Grey County union contracts, the Consumer Price Index, and assessing general trends within the labour market. Currently the percentage increase for comparable municipalities sits between 1.8% and 2.3% for 2015, the average negotiated wage increase for the bargaining units within Grey County is 2%, and the Consumer Price index for Ontario as of December 31, 2014 is 1.9%.

The table below provides a comparison of annual salary and wage increases for all employee groups in the County from 2011 to 2016, including unions, non-union and county council.

Internal Comparison Chart – County of Grey
Annual % Percentage Wage Increase to Year End Job Rate

Employee Group	2011	2012	2013	2014	2015	2016	Average Increase
Rockwood	1.0	Lump Sum	Lump Sum	2.0	2.0	2.0	1.75%
Lee Manor	1.0	2.0	2.0	2.0	2.0	2.0	1.8%
Grey Gables	1.0	1.33	2.0	Lump Sum	2.0	2.0	1.7%
Transportation	2.0	2.0	2.0	2.0	?	?	2.0%
Reg. Nurse	1.0	1.0	2.75	1.4	1.4	?	*1.5%
EMS	1.5	2.75	2.75	2.75	?	?	2.4%
Social Services	2.0	2.0	2.0	2.0	?	?	2.0%
Council	1.4	2.8	2.0	1.0	1.5	?	1.7%
Non Union	2.0	2.0	2.0	2.0	?	?	2.0%
Average Increase - All Groups							1.88%

Please note that the chart above indicates wage increases only and not vacation and/or benefit enhancements. Of particular note, although our registered nurses have recently received lower wage increases, their vacation entitlements have increased as a result of

arbitration awards.

Historical Process

Since non-union employees are not represented by a collective bargaining agent, the process is not a formalized negotiation, but is more of an unstructured conversation between the employer and the group representing the non-union employees. This lack of formality and structure can create frustrations and tensions for both parties. For example, employees may feel that their requests are not being addressed adequately or given the attention they deserve, and councillors are forced into the sometimes uncomfortable position of direct discussions with employees about compensation.

The Director of Human Resources will be providing committee with a report in the next couple of months suggesting some changes to the non-union compensation process that are intended to address some of the frustrations with the current process, strengthen this important employee/employer relationship and improve budgeting.

It should be noted that in keeping with current policy, all grid movement wage increases for Non Union employees are merit based, and are only provided upon receipt of a satisfactory performance appraisal.

Financial / Staffing / Legal / Information Technology Considerations

There are 204 employees in 157 job classifications in the Non Union Employee group.

A 2.0% wage increase equates to \$279,559.00 including benefits. This amount has been incorporated into the approved county operating budget for 2015.

Link to Strategic Goals / Priorities

This wage increase to the Non Union Salary Grid and the outcomes contained in this report align with Corporate Strategic Plan aimed at developing and implementing a strategy for the ongoing attraction and retention of quality employees to the Corporation of the County of Grey.

Respectfully submitted by,

Grant McLevy
Director of Human Resources