



# County of Grey

## Compensation Review for Management and Non-Union Positions

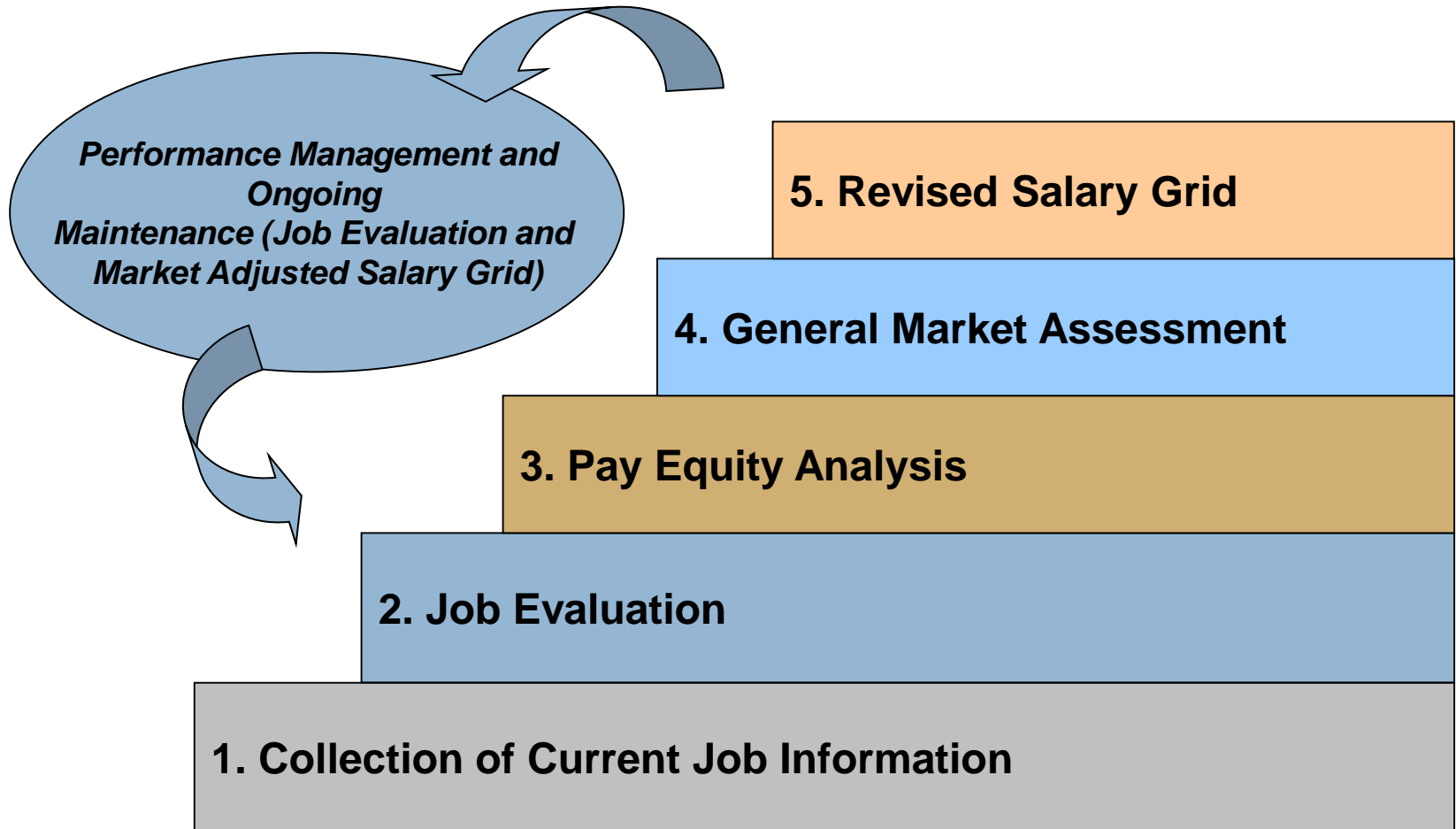
# Project Overview

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- Reviewed management/non-union compensation structure for:
  - Pay equity compliance
  - Internal equity, and
  - Market competitiveness
- Will recommend updated salary grid that is pay equity compliant and competitive with the defined pay market

# The County's Compensation Program

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# Executive Summary – Background

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- County continues to use the systems and processes used to generate the 2007 deemed approved Pay Equity Plan
  - New/changed jobs evaluated by the job evaluation committee since the 2007 deemed approved Pay Equity Plan was posted
- 2013 pay equity analysis based on the current banding structure, job evaluation results and 2013 job rates provided by HR staff
- County continues to be pay equity complaint for the employee group using:
  - Job-to-job method of comparison with a male job class comparator within the employee group for Bands 19 to 16 and 14 to 2
  - Proportional value method of comparison for Band 15
  - Method of comparison for Bands 2 and 3 changed from proportional value to job-to-job with male job class cross-comparators from CUPE

# Executive Summary – Market Survey

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- The customized market survey is based on 11 municipal comparators approved by Council
- Market comparator group to reflect relevant scope/criteria:
  - Municipal tier (Consolidated Municipal Service Manager)
    - Similar service alignment / "like" services
  - Number of employees
  - Number of Unions
  - Population (Stats Canada)
  - Geographic span
    - Rural
  - Historical comparator

# Municipal Comparator Peer Group

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Market Comparator	Municipal Status	Population	Households
<b>Grey, County of</b>	<b>Upper-tier</b>	<b>92,411</b>	<b>44,623</b>
* Bruce, County of	Upper-tier	60,264	36,269
* Dufferin, County of	Upper-tier	54,436	19,692
* Hastings, County of	Upper-tier	113,858	58,908
* Huron, County of	Upper-tier	59,325	27,535
* Lambton, County of	Upper-tier	122,352	56,211
Norfolk, County of	Upper-tier	61,000	26,216
Northumberland, County of	Upper-tier	71,827	34,435
* Oxford, County of	Upper-tier	112,440	42,016
Prescott and Russell, United Counties of	Upper-tier	79,810	31,586
* Simcoe, County of	Upper-tier	410,787	178,501
* Wellington, County of	Upper-tier	191,576	75,250

*\*denotes historical comparator*

# Executive Summary – Market Results

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- Market statistics (based on 5 or more job matches) were calculated for 66 positions to determine market competitiveness
- Analysis indicates current pay of the County's positions as a whole is slightly low to the market pay median and average, with greater deviations in a number of positions
  - Approximately 5.4%/5.8% below median/average (based on hourly job rates); and 4.5%/5.0% below median/average (based on annual job rates)
- A number of positions were low to market
  - Should be reviewed to ensure that position is properly valued and placed in the appropriate pay band

# Executive Summary – Revised Salary Grid

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- A revised 2013 salary structure was prepared having regard to the current job evaluation/band placements, pay equity compliance, compression and the results of the market survey (specifically the hourly market median)
- The 2014 budget/projected increase for the comparator group is approximately 2.0%/1.9% (median/average) based on 9 out of the 11 municipal comparators
- The 2014 proposed salary structure has been prepared based on the 2013 proposed salary structure and adjusted by 2%



# 2013 Proposed Job Rate Determination

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Similar Value Group	2013 Job Rate	Average of the Market Medians	% Diff between Job Rate and Average of Market Medians	2013 Proposed Job Rate	Job Rate Rationale
CAO	\$90.36	\$96.15	6.4%	\$96.15	Market Median of position
19	\$64.98	\$68.64	5.6%	\$68.64	Average of the market medians
18	\$62.88	--	--	\$64.71	Average of Bands 17 and 19
17	\$60.79	--	--	\$60.79	Current job rate
16	\$56.59	\$56.66	0.1%	\$56.66	Market median of position
15	\$51.95	\$50.26	(3.3%)	\$53.51	Proportional value rate
14	\$47.64	\$49.48	3.9%	\$49.48	Average of the market medians (select jobs)
13	\$44.35	\$47.70	7.5%	\$46.31	Average of Bands 12 and 14
12	\$40.97	\$43.14	5.3%	\$43.14	Average of the market medians
11	\$38.69	\$39.61	2.4%	\$39.61	Average of the market medians
10	\$36.60	\$35.83	(2.1%)	\$37.65	Average of Bands 9 and 11

“--” denotes insufficient observations

# 2013 Proposed Job Rate Determination (cont.)

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Similar Value Group	2013 Job Rate	Average of the Market Medians	% Diff between Job Rate and Average of Market Medians	2013 Proposed Job Rate	Job Rate Rationale
9	\$34.73	\$35.69	2.8%	\$35.69	Average of the market medians
8	\$32.90	--	--	\$33.55	Average of Bands 7 and 9
7	\$30.63	\$31.18	1.8%	\$31.42	Proposed Band 6 job rate + 5%
6	\$28.94	\$29.92	3.4%	\$29.92	Average of the market medians
5	\$27.22	\$28.43	4.4%	\$28.43	Average of the market medians
4	\$25.53	--	--	\$25.53	Current job rate
3	\$24.38	\$24.02	(1.5%)	\$24.38	Current job rate
2	\$23.21	--	--	\$23.21	Current job rate

“--” denotes insufficient observations

# Recommended Pay Policy

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- Reflect market median (50th percentile; between 45th and 55th percentile) for all jobs based on the agreed upon comparators
- Harmonize job rates for positions within each pay band having regard to the job evaluation results
- Review evaluations for identified positions
- Adjust the grid annually to reflect the average of the municipal comparator group
- Have regard for the County's ability to pay

# Implementation

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- Pay Equity Plan will be amended to reflect changes (e.g. new male cross-comparators)
- 2014 salary grid implementation has been costed using 4 scenarios (staff report)

# Next Steps

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- Prepare amendment to pay equity plan (for file)
- Communicate step placement



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