



Council Policy

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| Council Policy No.: | CP2021-021 (formerly CP2016-006) |
| Council Policy Name: | Non-Union Compensation Policy |
| Date Approved by Council: | May 24, 2016 |
| Date revision approved by Council: | April 20, 2021 CW2021-095/CR2021-195 |
| Related SOP, Management Directive, Council Policy, Forms | MD2016-005 Non Union Compensation Directive |

Policy Statement and Rationale:

The City of Kawartha Lakes is committed to providing a work environment where all individuals are treated in a fair and consistent manner. The City will maintain a pay policy that is internally equitable, externally competitive and pay equity compliant. The policy provides for a salary administration program. It is intended to support and acknowledge the dignity and worth of each employee and to support retention of employees through a competitive compensation program.

Scope:

This Policy is intended to provide a compensation structure for all Non Union Employees, [however the Employer shall endeavor to integrate Council's compensation philosophy to attract, engage and retain qualified employees through an internally equitable, non-discriminatory and externally competitive compensation program for all City employees.](#)

Policy:

1. Pay Equity and Job Evaluation

- 1.1 The organization shall maintain a job evaluation system that is internal and pay equity compliant.

1.2 A re-evaluation process shall be available for all employees to ensure equity is maintained.

2. Market Competitiveness

2.1 External competitiveness is set at the ~~50th~~-~~60th~~ percentile for the Non Union compensation grid.

2.2 A comprehensive market review may be undertaken every four (4) years to ensure Council's pay philosophy is maintained.

2.3 The comparator organizations for the purposes of evaluating market competitiveness are:

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| City of Peterborough | Fleming College |
| City of Kingston | Orillia Soldiers Hospital |
| City of Brantford | Orillia Power Corporation |
| City of Belleville | County of Peterborough |
| County of Hastings County | Municipality of Clarington |
| City of Quinte West | Peterborough Utilities |
| County of Northumberland County | Ross Memorial Hospital |
| City of Orillia | Haliburton County |
| Municipality of Chatham-Kent | Norfolk County |
| City of Greater Sudbury | Prince Edward County |
| Simcoe County | |

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3. Non Union Compensation

3.1 Positions are classified on the Compensation Position Classification Ladder based on the City's pay equity plan.

3.2 Positions shall be placed on the compensation Grid based on the Compensation Position Classification Ladder.

3.3 Existing Employees - Movement through the pay band will be based on a successful performance evaluation for the prior year.

3.4 New Employees shall be placed in the pay band their positions is classified under at a Step negotiated based upon experience and market competitiveness.

3.5 Red-circled Employee Salaries occurs when an incumbent is in a position where the Job Rate of the salary range is less than the current pay of the employee.

The pay of the employee is frozen until the pay range “catches up” to the pay of the red-circled employee.

3.6 Transfers, promotions, demotions

3.6.1 When an employee is permanently transferred or promoted to a position in a higher pay range, the employee will be placed in the new pay band that allows for a minimum of a 5% increase.

3.6.2 If an employee is permanently demoted or transferred to a position in a lower pay grade, the present salary level may be red-circled.

3.6.3 In the event an employee applies for and is successful in obtaining a lower paid position, the employee will move to the start rate of that position.

3.7 Compression that may arise between supervisory positions and the unionized staff they supervise will be reviewed on an annual basis by the Chief Administrative Officer. The Chief Administrative Officer shall determine if the Non Union Compensation Grid requires adjustment to ensure a spread is maintained between levels of responsibility.

3.8 When an employee is temporarily given the duties of a position in a higher classification, Acting Pay may be provided in accordance with the terms depicted in the Management Directive.

3.9 The Chief Administrative Officer may provide for other forms of compensation, such as, but not limited to, time in lieu of overtime and stand by pay as depicted in the Management Directive.

4. Hours of Work

[Non Union s](#)alaried employees work 37.5 hours weekly excluding lunch periods.

5. Accountability

5.1 Council is responsible to establish the pay philosophy through this policy.

5.2 The Chief Administrative Officer is accountable to implement Council’s Policy through the approval and implementation of a detailed management directive that establishes the operational expectations.

- 5.3 The Chief Administrative Officer is responsible to approve extraordinary circumstances that may arise with respect to compensation that have not been addressed within this policy.
- 5.4 Corporate Services is responsible to ensure that the City's Policy and Management Directive are adhered to.

Revision History:

Proposed Date of Review:

| Revision | Date | Description of Changes | Requested By |
|---------------------|----------------------------------|---|-----------------------|
| 0.0 | 01/20/2021 | Updated Policy Template | |
| 1.0 | April 20, 2021 | Updated Policy Number | Council |
| 2.0 | October 24, 2023 | Compensation Policy Amendment | Staff |