



Report
Staff Report
 The Corporation of the City of Brampton
 10/23/2024

Date: 2024-09-30

Subject: **Salary Administration Policy - Annual Reporting – January 1 to December 31, 2023**

Contact: **Cynthia Ogbarmey-Tetteh, Director, Human Resources**

Report number: Corporate Support Services-2024-802

RECOMMENDATIONS:

That the report from Cynthia Ogbarmey-Tetteh, Director, Human Resources to the Committee of Council Meeting of October 23, 2024, re: **Salary Administration Policy: Annual Reporting – January 1 to December 31, 2023**, be received.

OVERVIEW:

- The City of Brampton’s Salary Administration Policy is founded on the principles of equity and consistency, transparency, market competitiveness, recognition of performance and fiscal responsibility.
- The Council approved Salary Administration Policy HRM-210 on April 5, 2023 with an effective date of March 1, 2023. This policy focused on outlining the business guidelines for salary administration decisions, compensation oversight and controls and reporting mechanisms to enable accountable leadership and public trust and confidence.
- In compliance with the Council Resolution C077-2023 staff is required to report to Council annually on the application of the Salary Administration Policy HRM-210.
- There are no direct financial implications resulting from this information report.

BACKGROUND:

On January 1, 2018, through Council Resolution CW378-2017 the Salary Administration Policy came into effect. In 2023 through Council Resolution C077-2023, the Salary

Administration Policy was modernized to ensure the attraction, retention and engagement of a skilled and high-performing workforce while building and rewarding a culture of service excellence.

CURRENT SITUATION:

The Salary Administration Policy enables leaders to recognize and reward top talent by ensuring transparency, equity, and fairness. This policy enables salary administration practices that maintain our competitive market position, while fostering an engaged and innovative workforce. The best practice principles within this policy elevate the level of oversight, compliance, and our commitment to leading industry practices.

To ensure policy compliance and meet staff reporting requirements within Council Resolution CW378-2017 and C077-2023, Human Resources is required to report to Council annually on the application of Salary Administration Policy HRM-210. Specifically, reporting on the critical cases—where a business case was made and approved in circumstances that required consideration for the attraction and retention of top talent—and specific instances of inversion, under-fill, or voluntary transfer to a lower grade.

This report presents the data from January 1, 2023, to Dec. 31, 2023. Appropriate paperwork to document the approvals from Department Heads, Human Resources (HR) Finance and Chief Administrative Officer (CAO) have been reviewed in preparation for this report. Any salary adjustment transactions at the City of Brampton were processed using an Employee Data Change (EDC) form. HR used the EDC query to examine all the salary adjustment transactions for the period: January 1, 2023, to December 31, 2023. The following summarizes the salary administration application and associated financial impacts.

Table 1: Salary Administration Usage of Key Initiatives (January 1, 2023 – Dec. 31, 2023)

Salary Admin Policy Category	No. of Employees	% of Employees (on total Staff)	2023 Prorated Cost	2023 Annualized Cost
Critical Attraction	4	0.48%	\$16,276	\$25,648
Critical Promotion	13	1.55%	\$58,675	\$89,913
Critical Retention	31	3.70%	\$107,174	\$209,965
Inversion	5	0.60%	\$9,257	\$12,343
Under-Fill	2	0.24%	(\$18,635)	(\$36,307)
Voluntary Transfer (to lower grade)	0	-	-	-

The majority of these critical cases were centered on roles that support both managerial oversight and departmental operations, ensuring that high-performing individuals in strategic roles were either attracted, promoted, or retained to meet the city's strategic goals.

As per the policy, the approval of the above items required submission of a formal business case, which would have included consultation with Finance and HR, along with sign-off by the Department Head, HR and the CAO. The approval process for critical cases must also include a review of organizational impacts and an examination of internal equity to ensure fairness and consistency. Internal equity is the comparison of employee salaries in the same grade relative to knowledge, skills and years of experience based on the nature of the position.

The respective Department Heads and people leaders held discussions with Finance, HR and CAO during circumstances that warranted application of the critical business cases to effectively manage their teams, create developmental opportunities, and attract and retain top talent when required to support the execution of the City's Strategic Focus.

CORPORATE IMPLICATIONS:

Financial Implications:

There are no direct financial implications resulting from this information report.

STRATEGIC FOCUS AREA:

This report underscores the City of Brampton's commitment to Government and Leadership objectives, emphasizing service excellence, equity, innovation, efficiency, effectiveness, accountability, and transparency. Through the Salary Administration Policy HRM-210 we are able to strengthen talent attraction, retention and the employee experience.

CONCLUSION:

This informational report complies with the annual reporting requirement to Council in the Salary Administration Policy HRM-210 as per Council resolution C077-2023. Human Resources will continue to provide annual updates to Council.

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