

**Date:** 2022-12-19

**Subject:** **Salary Administration Policy: 2022 Review**

**Contact:** Cynthia Ogbarmey-Tetteh, Director, Human Resources  
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**Report Number:** Corporate Support Services-2023-034

**Recommendations:**

1. That the report from Cynthia Ogbarmey-Tetteh, Director, Human Resources, dated December 19, 2022, to the City Council Meeting of January 25, 2023, re: Salary Administration Policy: 2022 Review, be received;
2. That the revised Salary Administration Policy 4.1.0 as set out in Appendix A, be approved, effective March 1, 2023;
3. That staff be authorized to implement and administer the policies.

**Overview:**

- The City of Brampton's Salary Administration Policy is founded on the principles of building trust and confidence, ensuring transparency, consistency, and equity, and fostering innovation.
- Council approved the current Salary Administration Policy 4.1.0 on November 1, 2017, with an effective date of January 1, 2018. This new policy focused on promoting our investment in people through fair and consistent guidelines, and clear oversight controls and accountability for leadership, along with increased levels of authorization to establish public trust and confidence.
- A review has taken place to ensure best practices and process improvements are considered and integrated within the policy to enable career development and performance recognition.

## Background:

The City is committed to attracting and retaining a high-performing and engaged workforce by investing in our people, creating a culture that empowers employees to deliver customer service excellence, and fostering public trust and confidence.

The modernized Salary Administration Policy came into effect on January 1, 2018.

The 2018 policy included several specific and important improvements to enable policy compliant salary administration decisions, including:

- Business rules on setting salaries.
- Robust set of definitions.
- Clearly articulated salary principles.
- Roles and responsibilities for Human Resources and management.
- Oversight controls that require an increased level of authorization.
- Comprehensive standard operating procedures.
- Enhanced monitoring and compliance.
- Regular reporting to the Corporate Leadership Team and Council.

Building on this, and through research, feedback, and benchmarking, enhancements have been proposed to ensure that the City remains adaptable to the evolving talent attraction and retention landscape.

## Current Situation:

The Salary Administration Policy enables leaders to recognize and reward top talent by ensuring transparency, equity, and fairness. This policy supports salary administration practices that maintain our progressive 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. Our salary administration policy is guided by a series of principles, including, equity and consistency, transparency, market competitiveness, performance contributions, and fiscal responsibility.

The following table outlines the recommendations put forward by staff:

Provision	Recommended Change
<b>Promotion</b> (Update)	<p>In line with the City's commitment to workforce modernization, this change allows leadership to retain exceptional and knowledgeable talent, engage employees, foster career progression and succession planning, and will preserve the retention and transfer of corporate knowledge to new hires.</p> <p>This treatment is aligned with an external new hire's ability to negotiate up to midpoint.</p>

Provision	Recommended Change
	<p>1. When a promotion is the result of a competitive recruit, the increase to be applied to the employee's home base salary can be negotiated up the midpoint of the new position. Salary offers up to the midpoint of the salary range are approved by the hiring manager and Human Resources.</p> <p>2. When a promotion is the result of a non-competitive recruit the increase to be applied to the employee's home base salary is the greater of:</p> <ul style="list-style-type: none"> <li>a. Up to 10% or,</li> <li>b. Grade minimum</li> </ul> <p><b>Competitive recruit</b> is a hiring process whereby a vacancy is advertised; internal and external applications are received for consideration and selection of the successful candidate.</p> <p><b>Non-competitive recruit</b> is a hiring process whereby a vacancy is filled by the appointment of a candidate without an advertisement, and through the approval of a Role Review Form, in consultation with Human Resources.</p>
<b>Lateral Transfer</b> (Update)	<p>Comparing job rate to job rate is more equitable; using the midpoint will increase the number of union employee transfers that meet the promotion handling guidelines. Consideration for internal equity remains.</p> <p><i>Union to NU: If union job rate is greater than non-union salary grade range midpoint, this is considered Lateral.</i></p>
<b>Temporary Assignments</b> (Update)	<p>A shorter assignment duration will allow for staff who are in temporary assignments to be compensated in a reasonable time from when they start performing the duties of the position.</p> <p><i>The minimum duration of an Acting Assignment will be 2 weeks. However, circumstances can dictate that a shorter period of upgrade is necessary due to supervisory needs for continuous shift operations when providing services to the community, and where dictated by applicable legislation.</i></p>
<b>Voluntary/ Involuntary Transfer</b> (Update)	<p>This will create flexibility so that hiring managers can take internal equity into consideration when offering a salary to an employee moving to a lower grade.</p> <p><i>When the employee's base salary is above grade maximum of the lower graded position, the employee's base salary will be decreased to fall within the grade range with consideration for internal equity.</i></p>
<b>Job Evaluation</b> (Update)	<p>This simplifies the handling and eliminates the consideration for the employee's current salary. In all cases where JE results in a higher grade, an increase within the grade range is allowable up to 5%, this was agreed upon as an equitable increase, in line with municipal comparators.</p> <p><i>When JE results in:</i></p> <ul style="list-style-type: none"> <li>a. A higher grade: the employee's base salary will increase between 0 - 5%, or to Grade Minimum, whichever is greater.</li> <li>b. A lower grade: no change. If the employee's base salary is greater than grade maximum, it will be red circled.</li> </ul>
<b>Under-Fill</b> (Update)	<p>Clarity was added around timing and salary handling once the Under-fill term has ended.</p>

Provision	Recommended Change
	<p><i>When an employee is not yet fully qualified, the salary may be up to 10% below the grade minimum.</i></p> <p><i>The duration of the under-fill should not exceed 18 months. At the conclusion of the term, an assessment must be made to extend or end the assignment.</i></p> <p><i>Once deemed fully qualified, the employee is eligible for an increase of 0 - 5%, or to Grade Minimum, whichever is greater.</i></p>
<b>Application and Scope</b> (Update)	<p>The policy was not clear whether the provisions applied to temporary employees. The intent has been updated to clarify the scope.</p> <p><i>This policy applies to all permanent and temporary Non-Union employees, or unionized employees working in Non-Union positions. This policy is supported by standard operating procedures.</i></p>
<b>Part-Time Wage Administration</b> (New, Section 6.7)	<p>Currently, part-time wages are administered outside of the Non-Union Salary Administration Policy through established practices and SOP's.</p> <p>Consistency and fair wage practices for the part-time workforce is foundational in the City's commitment to the 2000+ staff serving residents. With social movement and lobbying for a Living Wage, the handling outlined ensures this group is not excluded from annual review and updates.</p> <p>Handling for part-time employees and Co-ops has now been documented within policy, including the City's compliance with minimum wage legislation.</p> <p>Resulting compression is also addressed, with a proportionate increase being applied to the Part-Time Wage Grid, upon approval from the HR Director and City Treasurer.</p>
<b>Development Assignment</b> (Removed)	<p>This provision is the same as a temporary assignment and was deemed redundant.</p> <p>Removed the following provision from the Salary Administration Policy:  <i>The minimum duration of a Development Assignment will be 6 consecutive months and will not exceed 24 months.</i></p>

To support the interpretation and application of the Salary Administration Policy, Human Resources has developed and maintained corresponding Standard Operating Procedures.

SOP Inventory
1. New Hires
2. Permanent Transfers
3. Temporary Transfers
4. Pay-for-Performance
5. Job Evaluation
6. Critical Cases

**Corporate Implications:**

### Financial Implications:

- The proposed changes will not require additional funding as all salary changes are funded within existing operating budgets.
- Part-time wage administration changes will require appropriate levels of approval, based on the assessed budgetary impact.

### **Term of Council Priorities:**

- This report supports the Council's priority of being a well-run city.

### **Conclusion:**

Effective salary administration balances policy and legislative compliance with flexible, responsive, and agile processes. The City's policy is built on the need to strengthen governance, integrity and accountability while attracting and retaining top talent. Moving ahead, the Human Resources team remains committed to increasing automation and continuous improvement to streamline processes and enhance customer experience.

Authored by:

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Reviewed by:

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Approved by:

Rick Conard  
Acting Commissioner,  
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### **Attachments:**

*4.1.0 Salary Administration Policy (Proposed: March 1, 2023)*