

Category: [Human Resources]

**Title:** Salary Administration 4.1.0\_Revised

Policy Number: 4.1.0

Approved by: [TBD]

Administered by: [Human Resources, Talent Acquisition & Total Compensation]

Effective: [TBD]

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## **1. Background**

The Corporation of the City of Brampton (the “Corporation”) 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 foster public trust and confidence.

The Corporation commits to maintaining a well-structured salary administration program through policies, procedures and practices that are consistent, fair, transparent and equitable and are aligned to municipal and regional comparators to ensure market competitiveness. The Corporation targets a 75th percentile position with our comparator group to ensure a leading position in the market.

## **2. Purpose**

The purpose of this policy is to outline the business guidelines for salary administration decisions, compensation oversight and controls, and reporting mechanisms.

## **3. Application and Scope**

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.

### **3.1 Exceptions**

This Policy does not apply to employees that are members of a bargaining unit. Employees should refer to their Collective Agreement for terms and conditions regarding compensation.

## **4. Outcomes**

The policy is intended to:

- 4.1 Comply with Pay Equity Act, Employment Standards Act, 2000;
- 4.2 Ensure employees are treated equally, fairly and consistently, to support recruitment and retention of high performing employees;
- 4.3 Facilitate career progression and succession planning within the organization while transferring organizational knowledge and supporting workforce modernization;
- 4.4 Promote consistency and transparency in Non-Union salary administration;
- 4.5 Promote regular reporting of policy application to the City's Corporate Leadership Team and Council; and
- 4.6 Recognize external market conditions, including municipal compensation benchmarks, and operate the City in an open, transparent and fiscally responsible manner.

## **5. Principles**

### **5.1 Equity and Consistency**

Salary administration promotes equity and a performance-based culture that builds accountability, fairness, and consistency.

### **5.2 Transparency**

Salary administration procedures and practices are communicated in an open, honest, transparent, and clearly articulated manner.

### **5.3 Market Competitiveness**

Prevailing market conditions, comparators, and benchmarks are regularly reviewed. The Corporation collects relevant information to inform salary administration practices and processes, and to ensure salary structures are, and remain, market competitive.

### **5.4 Performance Contribution**

Employees are actively engaged to support performance and growth through salary administration and total rewards systems that value and recognize their contributions.

### **5.5 Fiscal Responsibility**

Recruitment and retention of valued staff is balanced with fiscal responsibility as a public sector employer.

## **6. Mandatory Requirements or Policy Statements (choose one or the other)**

The Corporation's Salary Administration Policy will be applied as follows:

- 6.1 [New Hires](#)
- 6.2 [Temporary Transfers](#)
  - 6.2.1 [Acting Assignment](#)
  - 6.2.2 [Lateral Transfer \(grade to grade\)](#)
- 6.3 [Permanent Transfers](#)
  - 6.3.1 [Promotion](#)
  - 6.3.2 [Lateral Transfer \(grade to grade\)](#)
  - 6.3.3 [Voluntary Transfer \(to a lower grade\)](#)
  - 6.3.4 [Red Circle](#)
  - 6.3.5 [Status Conversion \(contract to permanent\)](#)
  - 6.3.6 [Inversion](#)
  - 6.3.7 [Under-Fill](#)
- 6.4 [Pay-for-Performance](#)
- 6.5 [Job Evaluation](#)
- 6.6 [Critical Cases](#)
  - 6.6.1 [Critical Attraction](#)
  - 6.6.2 [Critical Retention](#)
  - 6.6.3 [Critical Promotion](#)
- 6.7 [Part-Time Wage Administration](#)
  - 6.7.1 [Part-Time Jobs Matched to Full Time Roles](#)
  - 6.7.2 [Part-Time Jobs within the Part-Time Wage Schedule](#)
  - 6.7.3 [Co-op Wage Administration](#)

## 6.1 New Hires

- New employees will have a starting salary which reflects the skills, competencies, qualifications, relevant experience and labour market conditions.
- The starting salary will be within the salary range of the hired position.
- The starting salary will ensure internal equity is maintained in relation to the knowledge, skills, length of service, years of experience, and performance of employees at the same grade within the section or division, based on the nature of the position.
- Salary offers up to midpoint of the salary range are approved by the hiring manager and in collaboration with the Human Resources division.
- There may be circumstances where the candidate is highly experienced and possesses critical skills, or where market conditions may necessitate a starting salary greater than the midpoint of the salary range. Salary offers above midpoint of the salary range must be approved by the Department Head, Director of Human Resources and CAO based on a comprehensive business case. Please refer to [6.6.1. Critical Attraction](#).

## 6.2 Temporary Transfers

### **6.2.1 Acting Assignment (to a higher grade)**

The increase to be applied to the employee's base salary is the greater of:

- a. Up to 10% or,
- b. Grade minimum.

The employee will not make less than grade minimum or more than grade maximum of the new position. The increased salary will take into consideration the skills, qualifications and relevant experience possessed. It will also ensure internal equity is maintained in relation to the knowledge, skills, length of service, performance and experience of employees at the same grade within the section or division, based on the nature of the position.

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.

The Acting Assignment duration will not exceed 24 months; upon consultation with Human Resources Business Partner and/or Human Resources Associate, an extension can be considered if deemed necessary.

In cases where the employee is on an Acting Assignment in the same grade, please refer to [6.2.2 Lateral Transfer](#).

#### **6.2.2 Lateral Transfer (to the same grade)**

a. Non-Union to Non-Union

A lateral transfer to the same grade does not warrant a salary adjustment.

b. Union to Non-Union

If a Union employee transfers from a Union job that has an **annualized job rate** that is greater than the Non-Union salary midpoint/job rate, the movement is considered lateral, and no increase will be applied.

### **6.3 Permanent Transfers**

#### **6.3.1 Promotion (to a higher grade)**

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 to the midpoint of the new position similar to new hires. Salary offers up to the midpoint of the salary range are approved by the hiring manager and Human Resources.

2. When a promotion is the result of a non-competitive appointment process, the increase to be applied to the employee's home base salary is the greater of:

- a. Up to 10% or,
- b. Grade minimum.

In either case, the employee will not make less than grade minimum or more than grade maximum of the new position. The increased salary will take into consideration the skills, qualifications and relevant experience possessed. It will also ensure internal equity is maintained in relation to the knowledge, skills, length of service, performance and experience of employees at the same grade within the section or division, based on the nature of the position.

### Union to Non-Union Promotion

To determine whether the transfer to a new role meets the definition of a 'promotion', the Union job rate and the Non-Union salary range are compared. If the employee is moving from a job that has an **annualized job rate** that is greater than the Non-Union salary midpoint, the movement is considered lateral and no increase will be applied. Please refer to [6.3.2. Lateral Transfer.](#)

### Critical Promotion

There may be circumstances where the internal candidate is highly experienced, possesses critical skills or the role is of significant importance to the Corporation. The promotion salary may necessitate a higher increase within the salary range, subject to budget approval and consultation with Human Resources and Finance. Salary offers which exceed the standard two scenarios above, must be approved by the Department Head, Director of Human Resources and CAO based on a comprehensive business case. Please refer to [6.6.3 Critical Promotion.](#)

### Under-Fill

For employees who are not yet fully qualified, please refer to [6.3.7 Under-Fill.](#)

### **6.3.2 Lateral Transfer (to the same grade)**

#### a. Non-Union to Non-Union

A lateral transfer to the same grade does not warrant a salary adjustment.

#### b. Union to Non-Union

If a Union employee transfers from a Union job that has an **annualized job rate** that is greater than the Non-Union salary midpoint, the movement is considered lateral, and no increase will be applied.

### **6.3.3 Voluntary Transfer (to a lower grade) and Involuntary Transfer (to a lower grade due to performance)**

This may apply to either a permanent transfer or temporary assignment to a lower graded position.

#### a. Employee's Base Salary is Above Grade Maximum

The employee's base salary will be decreased to fall between the new grade range, subject to internal equity and any applicable notice period.

b. Employee's Base Salary is Within the Range

The employee's base salary may be decreased, subject to internal equity and any applicable notice period.

**6.3.4 Red Circle (due to reclassification or reorganization)**

When the employee's base salary is above grade maximum of the lower graded position, the employee's base salary will be frozen until such time that their base salary places within the salary range.

**6.3.5 Status Conversion (contract to permanent)**

When the employee's status changes from contract (temporary) to permanent, and they remain in the same position or grade level, no salary adjustment will be applied. Please refer to [6.3.2. Lateral Transfer](#).

**6.3.6 Inversion**

Upon realignment, promotion or permanent lateral transfer, when there is a case of a permanent direct report with a base salary higher than the manager, the manager's base salary will be adjusted to match the direct report. Human Resources consultation must be undertaken in all cases of inversion.

Inversion adjustments occur after the Performance Management Program, once a year. All pay increases must be approved by the corresponding Department Head, along with the Director of Human Resources.

**6.3.7 Under-Fill**

- An under-fill occurs when the employee is awarded or appointed to a position on a permanent or temporary basis for which they are not yet fully qualified.
- When the employee is not able to perform the key functions of a position, or to assume significant responsibilities of a role, and/or is in the process of fulfilling required qualifications, the salary may be established up to 10% below the minimum of the salary range.
- The employee's new salary will not be less than their current salary.

- The functions, responsibilities and/or qualifications that will and will not be required will be documented in the under-fill plan.
- The plan will not exceed 18 months and at the end of the plan, the employee will be assessed to determine whether the under-fill status should be extended.
- Extensions to the original plan must be agreed upon by both the employee and immediate Leader, and approved by the Department Head and Human Resources through an updated under-fill plan.
- Upon successful completion of the under-fill plan, the employee's salary will be brought to grade minimum.

#### **6.4 Pay-for-Performance**

Base salary increases, lump sum payments or a combination thereof will be awarded to Non-Union employees based on their contributions to the organization through individual assessment of performance on an annual basis. Management will establish an annual economic adjustment and performance percentage increases, subject to budgetary considerations. Please refer to the [Pay-for-Performance SOP](#).

#### **6.5 Job Evaluation**

All positions are evaluated according to the Job Evaluation Standard Operating Procedure. When a position has undergone change, the magnitude will be assessed by Human Resources. When job evaluation is required, Human Resources will evaluate the position using the Corporation's job evaluation program and place the position and incumbent(s) into the appropriate grade within the Corporation's Non-Union Salary Schedule. Such classification is established according to the position competencies, effort, responsibility, working conditions and market conditions. Human Resources must be consulted for all job evaluation reviews. Salary determinations can only take place once a job has been evaluated. Please refer to the [Job Evaluation SOP](#).

When job evaluation results in:

- a. A Higher Grade: The employee's base salary will increase by the greater of:
  - Up to 5% or,
  - Grade minimum;
- b. A Lower Grade: No change applies. If the employee's base salary is above grade maximum, it will be red circled.



## 6.6 Critical Cases

The Corporation recognizes there may be circumstances which require special consideration for the attraction, retention and promotion of top talent on both a permanent and temporary basis. A comprehensive business case must be provided for consideration by the Department Head, Director of Human Resources, and CAO. In cases where the business case is submitted by the CAO, consultation is required from the Director of Human Resources and the City Treasurer. Approval is subject to confirmation that financial impact is within approved budget. **In all critical cases, compensation decisions must be within the approved salary range.**

### **6.6.1 Critical Attraction**

When there is a valid case to bring a new employee on board with a starting salary above midpoint of the salary range, approval may be awarded upon review and confirmation that there is:

- a. Demonstrated value in hiring the candidate due to high potential or a unique skillset, which is anticipated to bring achievement toward organizational priorities, which support the Term of Council Priorities; and/or
- b. An inability to attract candidates in the labour market with the specific skill(s) required for the position due to market conditions.

### **6.6.2 Critical Retention**

When there is a valid case to retain a key employee, a base salary increase within the salary range may be awarded upon review and confirmation that:

- a. The potential loss of the employee could result in the loss of unique skills or subject matter expertise, reputational harm or could compromise the delivery of the City's Term of Council Priorities; and/or,
- b. A negative impact to essential services for the Corporation and/or community is likely.

In cases where the employee is at grade maximum, a one-time payment of up to 5% may be considered, subject to business case and budget approval.

### **6.6.3 Critical Promotion**

When there is a valid case to promote a key employee, a base salary increase within the salary range but above the range midpoint may be awarded upon review and confirmation that:

- a. The internal candidate demonstrates high potential in achieving priorities which support the Term of Council Priorities; and/or
- b. There is an inability to attract candidates in the labour market with the specific skill(s) required for the position due to market conditions.

The approved promotional salary is subject to budgetary, Department Head and Human Resources Director approval.

## **6.7 Part-Time Wage Administration**

### **6.7.1 Part-Time Jobs Matched to Full Times Roles**

- Part-Time jobs that are an exact match to an existing full-time job will be compensated at a rate associated with the full-time salary schedule.
- Employees working in part-time jobs that are linked to full-time salary schedules will receive associated increases per approved full-time wage schedule adjustments.

### **6.7.2 Part-Time Jobs within the Part-Time Wage Schedule**

- All part-time jobs that are not associated with full-time jobs, are reviewed and placed on the Part-Time Wage Schedule.
- Part-Time Wage Schedule rates falling below a newly legislated minimum wage rate will be adjusted to the new minimum wage rate effective the date of the legislation change.
- When a newly legislated minimum wage is greater than the base of the part-time wage schedule, the proportionate percentage increase will be applied to the part-time wage grid, with approval from HR Director and City Treasurer.
- Step progression on the part-time wage schedule is based on years of service/seasons with the organization in a specific job grade and family.
- If an employee performs multiple part-time roles, they will be compensated at the associated hourly rate based on the grade and step of each separate role.
- If an employee takes on a new or additional assignment for a part-time job in a different job grade or family, they will commence at Step 1 of the new job grade/family.

- Should an employee successfully obtain a full-time non-union position, the rate of pay will be established as per this policy, using the Annualized Wage Rate. Please refer to [6.2 Temporary Transfers](#) and [6.3 Permanent Transfers](#).

### **6.7.3 Co-op Wage Administration**

- Co-op wages are determined by market value which is assessed annually through benchmarking completed by Human Resources. Co-op rates rely heavily on educational institutions and a competitive market of co-op employers from both private and public sectors.
- Any required adjustments to maintain market-competitive rates based on the benchmarking will be made to the co-op wage schedule effective April 1 annually, with approval from Senior Manager, Talent Acquisition and Total Compensation.
- Co-op rates are associated with, and progress based on the year of study in which the co-op term takes place, not the years of service an incumbent has with the organization.
- Co-op rates can only be utilized for a formal co-op program in partnership with an educational institution for the term of the co-op period. Should an employee remain following completion of a co-op placement term, the rate of pay will be established per section 6.7.2. If applying for and successfully obtaining a full-time position, the rate of pay will be determined by the applicable Salary Administration Policy or Collective Agreement.

## **7. Roles and Responsibilities**

### **7.1 Human Resources is responsible for:**

- a. The establishment, administration, governance and maintenance of the Corporation's Non-Union Salary Administration Program in accordance with the principles and procedures provided herein, as well as in compliance with legislated requirements.
- b. Providing professional guidance and advice on salary administration matters.
- c. Facilitating the job evaluation process and providing consultation for job evaluation reviews.
- d. Reviewing and providing advice on salary considerations.

- e. Reporting to the Corporate Leadership Team with general information on the application of this Policy.
- f. Reporting annually to Council with general information on the application of this Policy.

## **7.2 Supervisors are responsible for:**

- a) Ensuring that compensation policies and procedures are adhered to at all times.
- b) Consulting with Human Resources on salary administration policies and procedures.
- c) Ensuring salary changes have been approved through Human Resources as per policy to support the principles of equity and transparency.
- d) Ensuring recommendations for salary changes are supported and approved by Department Heads.
- e) Prompt submittal of information in order to not delay salary adjustments to employees.
- f) Treating all employees fairly, consistently and equitably under this Policy.
- g) Providing business case proposals and securing budget approval, where required.
- h) Adhering to approval process and obtaining required approval levels for consideration.

## **8. Monitoring and Compliance**

Human Resources will conduct periodic audits to verify compliance with this policy and report annually to Council on the application of the Policy. Failure to adhere to the provisions in this policy will result in a review of the circumstances by Human Resources and Corporate Leadership. If a failure is validated, it will result in

### **8.1 Consequences of non-compliance**

Failure to follow this Council Policy may result in a review of the circumstances by Human Resources and Corporate Leadership. If a failure is validated, it will result in disciplinary action.

## **9. Definitions**

### **9.1 Acting Assignment**

An internal opportunity where an employee is temporarily assigned to an existing position in an “acting” capacity, for a minimum duration of two weeks. The employee may or may not be required to continue to perform responsibilities of their home position.

### **9.2 Annualized Wage Rate**

The sum of the employee’s hourly wage rate multiplied by the number of annual hours worked in the full-time position under consideration (i.e., 35 or 40).

### **9.3 Base Salary**

An employee’s salary for their home position.

### **9.4 Co-op**

A formal partnership between The City and accredited post-secondary institutions with the purpose of providing opportunities for students that provide practical, hands-on experience prior to graduation.

### **9.5 Competitive Recruit**

Competitive recruit is a hiring process whereby a vacancy is advertised; internal and external applications are received for consideration and selection of the successful candidate.

### **9.6 Critical Attraction**

A critical hire for leading strategic deliverables. There is an inability to attract candidates in the labour market at or below the midpoint of the salary range of the position. This key position is essential to support Council directives/initiatives.

### **9.7 Critical Promotion**

A critical promotion for leading strategic deliverables. There is an inability to attract candidates in the labour market at or below the midpoint of the salary range of the position. This key position is essential to support Council directives/initiatives.

### **9.8 Critical Retention**

A critical retention to mitigate potential loss of a critical skill that could result in financial, legal, or political consequences. Loss may negatively impact essential services to the Corporation and/or community. The employee possesses and exhibits the characteristics most valuable to the Corporation.

#### 9.9 Department Head

Department Head means the Commissioner or head of an Operating Department.

#### 9.10 Grade

A fixed framework of a salary range represented by a minimum and maximum salary amount.

#### 9.11 Grade Maximum

The upper limit of the salary range, or the maximum salary amount.

#### 9.12 Grade Midpoint

The halfway point of the salary range, and is considered “Job Rate” for the purposes of Union to Non-Union Salary Range comparison.

#### 9.13 Grade Minimum

The lower limit of the salary range, or the minimum salary amount.

#### 9.14 Internal Equity

The comparison of employee salaries at the same grade in relation to knowledge, skills, years of service, performance, and experience within the section or division, based on the nature of the position.

#### 9.15 Involuntary Transfer

A movement to a different position classified in a lower grade.

#### 9.16 Job Evaluation

A systematic process for determining the relative value of jobs in an organization.

#### 9.17 Job Rate

The highest step within a unionized wage schedule.

#### 9.18 Lateral Transfer

The movement from one position to another in the same grade level.

#### 9.19 Market Adjustment

A percentage increase applied to the salary range to reflect economic conditions.

#### 9.20 Non-Competitive Recruit

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. This is done in consultation with Human Resources.

#### 9.21 Pay-for-Performance

A program where employees may be awarded a base salary increase, lump sum payment or a combination thereof, for their performance contributions.

#### 9.22 Promotion

A permanent position change to a higher grade.

#### 9.23 Red Circle

This occurs when an employee's salary exceeds the grade maximum of the position. In these cases, the employee's salary remains the same until such time that their base salary places within the salary range.

#### 9.24 Re-organization

A re-organization occurs when any of the following takes place:

- Movement of a section, division or department to another section, division or department. This includes the creation of a new unit or the dissolution of a unit.
- A restructuring of how work is done, i.e., a portfolio of work has been reassigned within or across sections, divisions, or departments.
- A corporate-wide realignment where all changes associated with the initiative are deemed part of the reorg and become effective on the same date.

#### 9.25 Salary Range

The range of pay established for each grade.

#### 9.26 Salary Schedule

The listing of all grades represented by the grade minimum, grade midpoint, and grade maximum salaries.

#### 9.27 Start Rate

The rate of pay provided to a successful candidate which reflects their level of skill, competencies, qualifications, and relevant experience upon hire.

#### 9.28 Status Conversion

The change of an employee's status from contract (temporary) to permanent.

#### 9.29 Under-fill

This occurs when an employee is not fully qualified to perform all duties and responsibilities of the position, but demonstrates potential to grow into the position within a specified time period. The salary may commence below the minimum start rate of the salary range.

#### 9.30 Voluntary Transfer (to a lower grade)

This occurs when an employee applies for a lower graded position and is successful in obtaining the position.

#### 9.31 Wage Grid

The schedule used for determining a rate of pay by job grade and/or length of service, where step progression applies.

### 10. References and Resources

This Policy should be read and applied in conjunction with the following references and resources as updated from time to time. Please note that some of the following documents may not be publically available.

- Standard Operating Procedures
  - a. New Hires
  - b. Permanent Transfers
  - c. Temporary Transfers



- d. Pay-for-Performance
- e. Job Evaluation
- f. Critical Business Cases (Attraction, Promotion and Retention)

#### External references

- [Employment Standards Act, 2000](#)
- [Pay Equity Act](#)
- [Municipal Freedom of Information and Protection of Privacy Act](#)

#### References to related bylaws, Council policies, and administrative directives

- [Recruiting and Retaining Top Talent Policy \(HRM-160\)](#)
- [Salary Administration - Fire Management Team Compression](#)

#### References to related corporate-wide procedures, forms, and resources

- [Salary Ranges – Union & Non-Union](#)
- [Critical Business Case Template - Attraction, Retention & Promotion](#)
- [Request to Under-Fill](#)
- [Part-Time Wage Grid](#)

#### Revision History

Date	Description
To be determined (After Council approval)	Next Scheduled Review
To be determined (After Council approval)	Amends 4.1.0 Salary Administration Policy – January 1, 2018
January 1, 2018	Replaces the following policies: <ul style="list-style-type: none"> <li>• 4.4.0 Temporary Upgrade of Non-Union Employees</li> <li>• 4.5.0 Temporary Upgrade of Union to Non-Union</li> <li>• 6.2.0 Job Evaluation</li> </ul>