

Appendix A – HR-01-23

Non-Union Compensation Updates

January 9, 2023





NON-UNION COMPENSATION UPDATES

#1: Job Evaluation Program Update

- ▶ Establishes internal equity and external market competitiveness
- ▶ Aligns the pay structure to the Council approved 65th percentile (Currently closer to 50th percentile)

#2: Re-focus Performance Based Compensation

- ▶ Implement a Performance-based system that clearly evaluates and measures an employee's contributions
- ▶ Separate performance and market adjustments to clearly articulate impact of performance on compensation
- ▶ Design and fund a system that allows staff to progress appropriately through their pay range in a reasonable timeframe of 5 to 8 years

KEY STEPS OF THE JOB EVALUATION UPDATE



Job Information Collection

Job Information Collection includes:

- Job Descriptions
- Job Questionnaires



Job Evaluation

Job Evaluation is a systematic comparison between jobs to assess relative worth. Job Evaluations can be performed by:

- HR Team
- Job Evaluation Committee
- Evaluation of Benchmark Jobs



Pay Equity

The Pay Equity Act requires employers to pay female jobs the same as male jobs if they are of comparable value. The value of jobs are based on levels of:

- Skill
- Effort
- Responsibility
- Working Conditions



Market Review

Market Review is the process of analyzing external salary survey data to establish the worth of jobs, based on several scopes, such as:

- Geography
- Industry
- Revenue



Salary Structure

Salary Structures are an important component of an effective compensation program and helps ensure that pay levels for groups of jobs are competitive externally while equitable internally

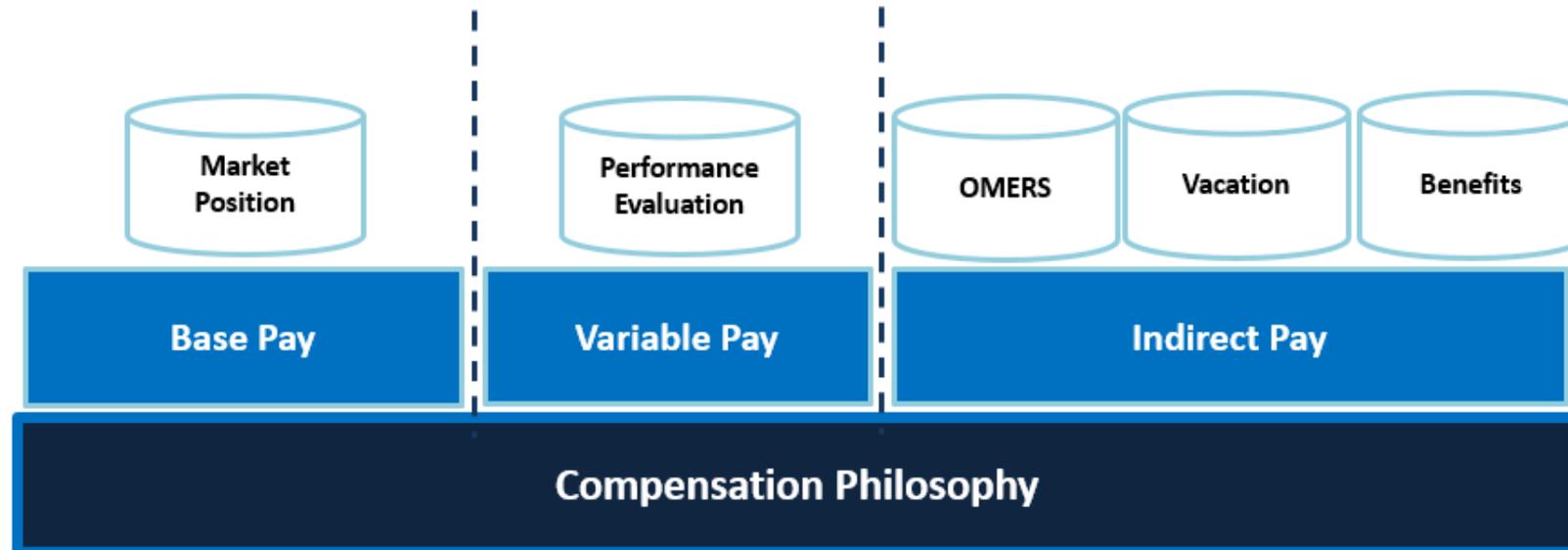


Ongoing Maintenance

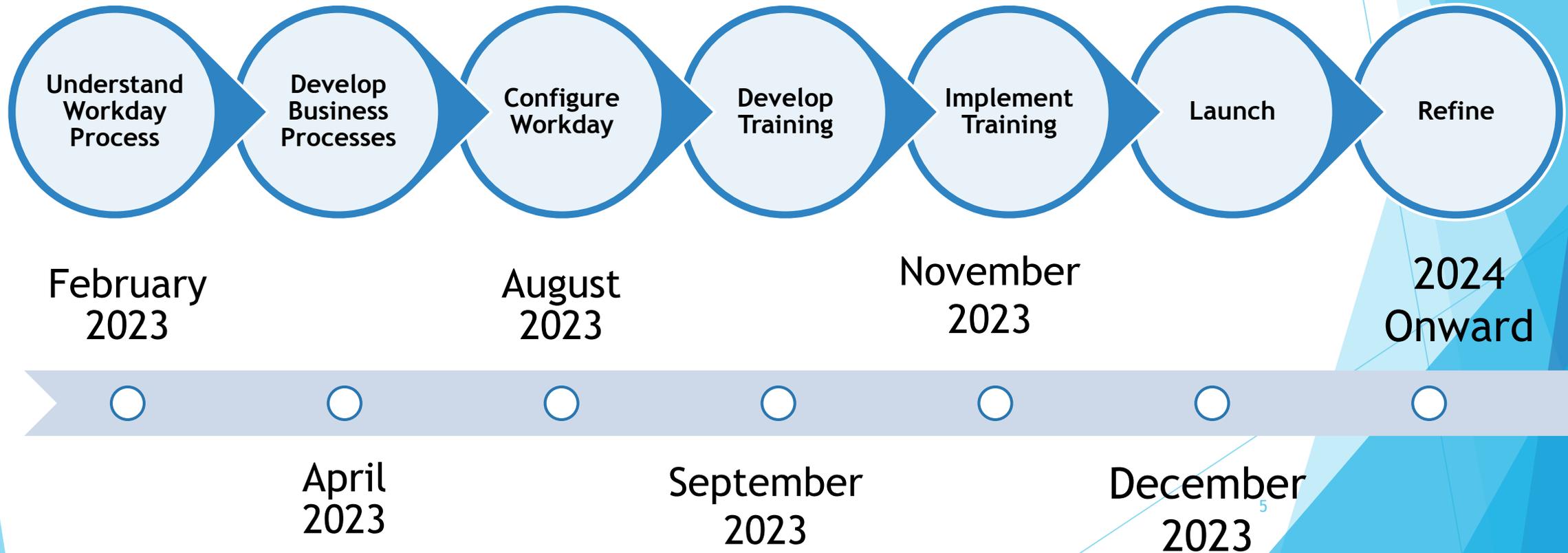
Ongoing Maintenance involves reviewing an organization's pay structure annually to maintain target position

Re-Focused Performance Based Compensation

- ▶ Separate Performance and Market Adjustments
- ▶ Merit increases will be based solely on an employee's performance evaluation. This will be called: **Performance Based (PB) Adjustment**
- ▶ **Market Position Adjustment** will be a separate wage increase to maintain one's competitive position in the external labour market and in accordance with Council approved market position.

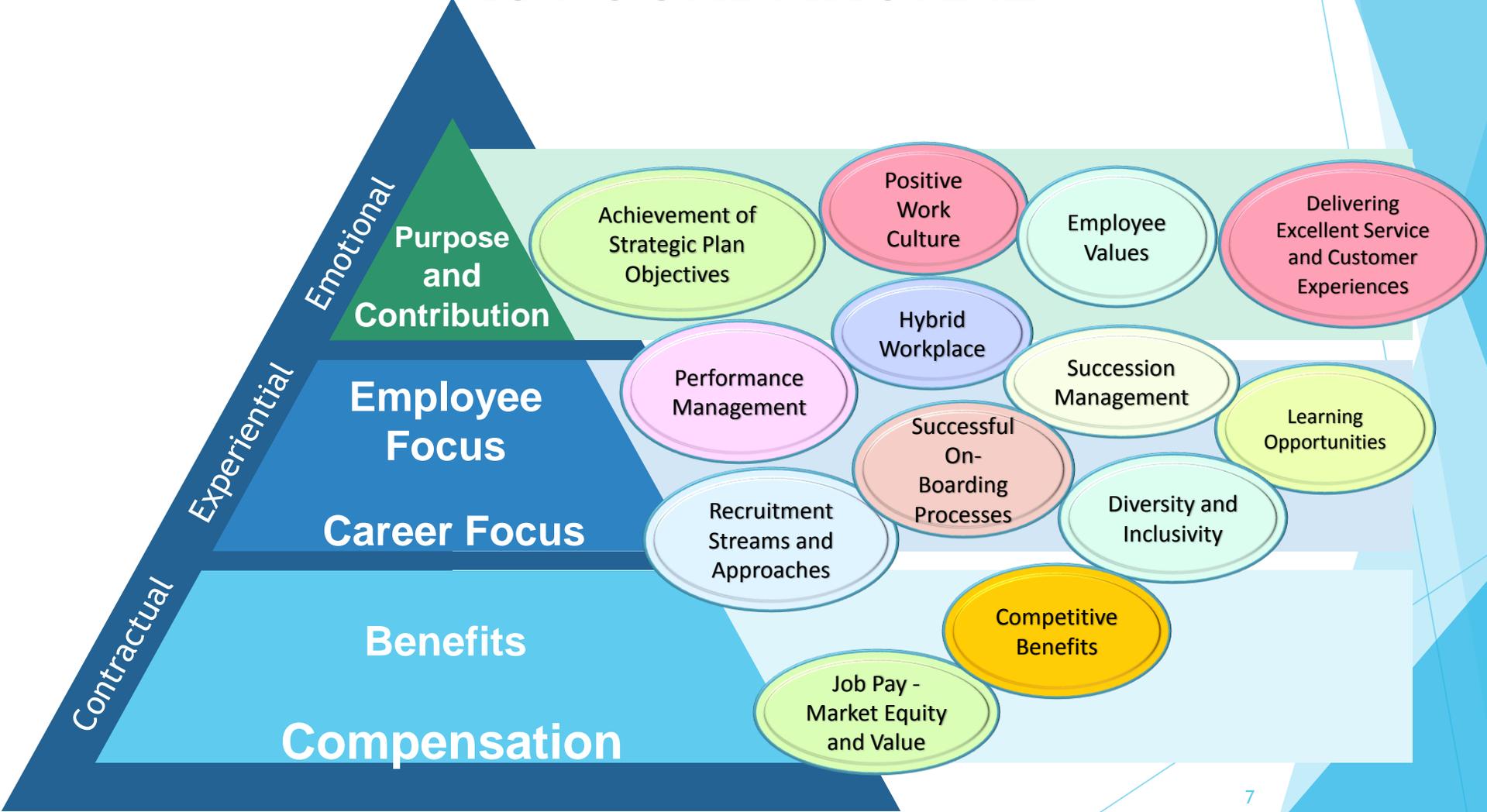


Performance Based Compensation Process and Timelines

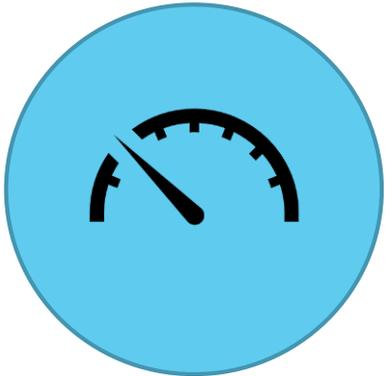


How do we know these
changes are required?

IMPACT OF THE COMPENSATION UPDATES IS FOUNDATIONAL



Metrics



▶ Turnover

- ▶ Up to the end of November turnover is at **11%** - City average over the previous 10 years was 7.4% . City Manager 2022 Objective is 7% or less for all staff and 5% or less for Burlington Management Team members,

▶ Time to job rate

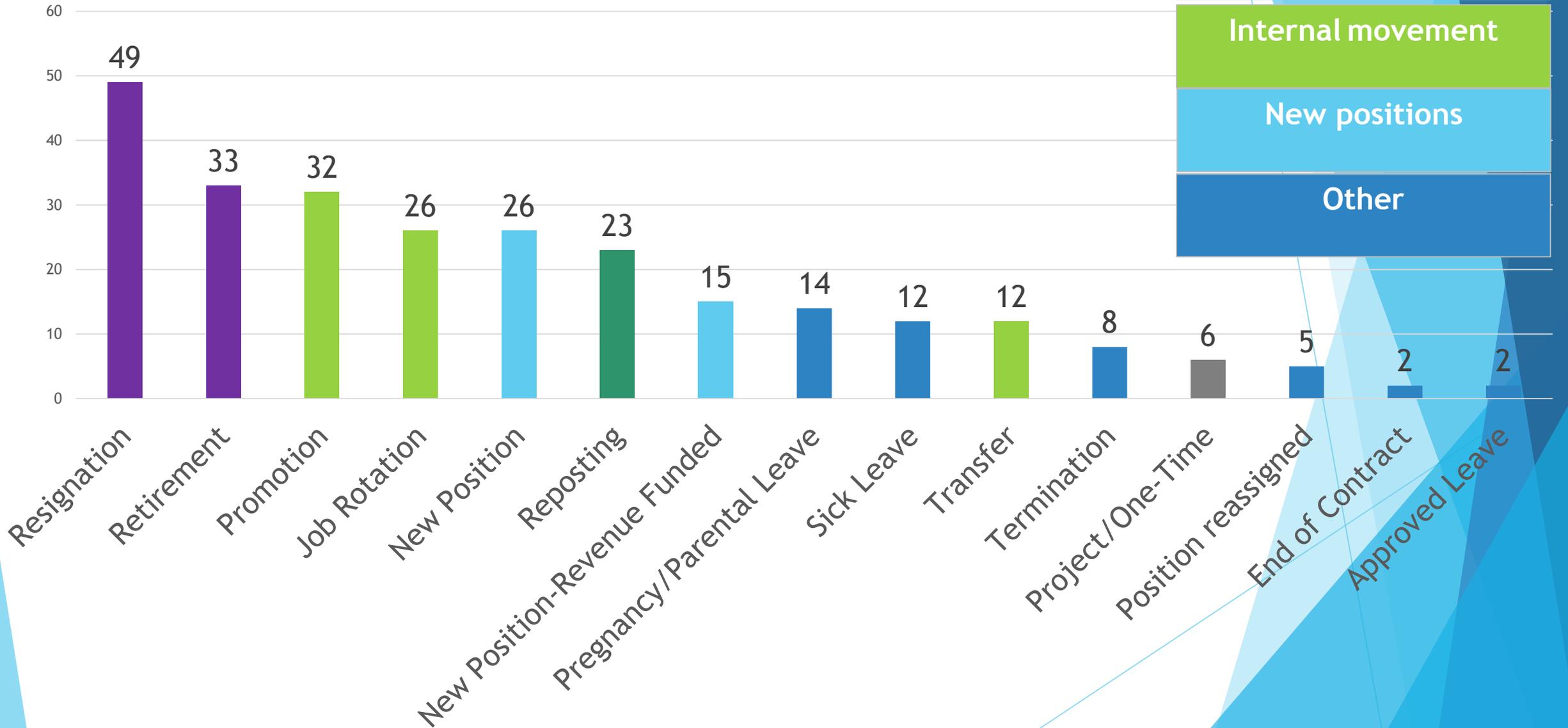
- ▶ Current time from start rate to the job maximum is 23 years

▶ Time to fill

- ▶ An appointment can take as little as 1 week – however most positions are posted and the average time to fill a position that has both an internal and external posting is up to 15 weeks

Reason for Vacancy

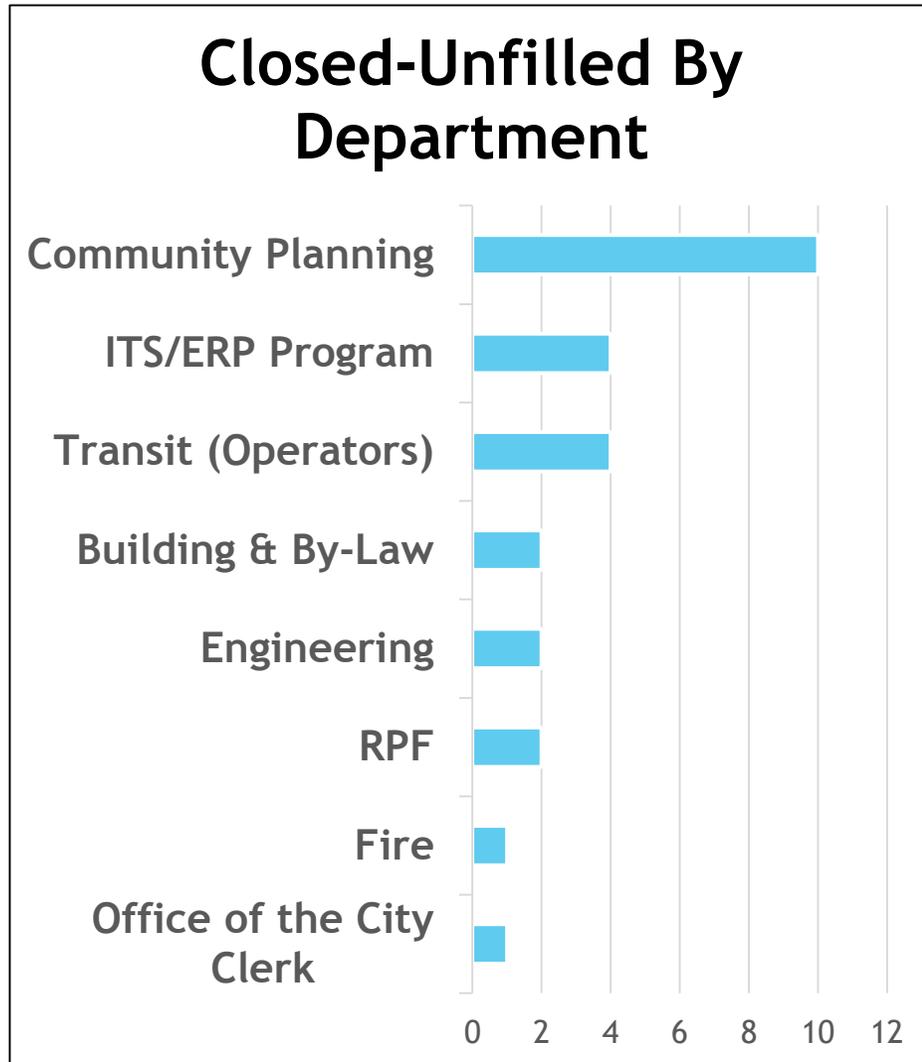
Data as of September 30, 2022



Examples of positions which required a re-posting as of September 30, 2022

| |
|--|
| Senior Planner - Development |
| Transit Operator |
| Manager of Building Permits & Deputy Chief Building Official |
| Planner II - Site Plan Review |
| Arborist |
| Change Management Coordinator - ERP |
| Gardener/Landscaper |
| Information Management and Archives Coordinator |
| Planner II - Development |
| Planner II - Urban Designer |
| Principal Digital Enterprise Architect |
| Quality Assurance Testing Analyst |
| Tax Customer Service Clerk |
| |

Services where positions remain unfilled



We are manually tracking why positions went unfilled and/or candidates declined our offers. Categories include:

- Accepted job elsewhere
- Commute
- Internal equity
- Received offer elsewhere
- Salary
- Stayed in current job
- Unqualified candidate(s)
- Vacation

MEASURING SUCCESS

- ✓ V2F workforce objectives achieved
- ✓ City Manager's "Our People" objectives are achieved:
 - ✓ Employee positive attitude score - 85%
 - ✓ Employee engagement score - 75%
 - ✓ Voluntary turnover less than 7% overall and less than 5% for corporate management team
 - ✓ Increase City actual non-union compensation market position to 55th percentile or above
- ✓ Less time to fill a position
- ✓ Able to fill all positions

MEASURING SUCCESS

- ✓ Decrease in negotiation time;
 1. Internal equity concerns in comparison to external candidate demands will lessen;
 2. We will not have to post more than once due to compensation for the same position.
- ✓ Shift our % of internal promotion from a 50/50 split to closer to 60/40
- ✓ Actual salaries will be at the Council approved market position.
- ✓ Time to job rate will be closer to 8 years on average (vs. 23 years) - earning potential needs to be attainable.

Questions & Comments

