



Staff Report

Administration – Human Resources

Report To: COW_Finance_Admin_Fire_Community_Services
Meeting Date: April 29, 2024
Report Number: FAF.24.065
Title: Market and Pay Equity Review for Non-Union Staff and Council
Prepared by: Sarah Traynor, Manager of Human Resources

A. Recommendations

THAT Council receive Staff Report FAF.24.065, entitled “Market and Pay Equity Review for Non-Union Staff and Council” and accompanying presentation from Jane Mizanski, Senior Consultant with Gallagher Benefit Services (Canada) Group Inc. for information purposes;

AND THAT Council review the comparators listed within the attached presentation for consideration and approval.

B. Overview

This staff report provides an update to Council on the Market and Pay Equity Review for Non-Union Staff and Council project, approved in the 2024 budget. Included with the staff report is a presentation by Jane Mizanski, Senior Consultant with Gallagher Benefit Services Group (Canada) Inc. (“Gallagher”), outlining the project's objectives, approach, and timeline.

C. Background

The Town’s Compensation Administration Program is designed to ensure reasonable, consistently applied, internally equitable and externally competitive pay practices that will attract, retain, reward, and motivate quality employees. Being a preferred employer is integral when competing for talent. It is necessary for both attracting new hires to the organization and retaining the Town’s existing workforce.

Competitive pay is determined by surveying comparable municipal organizations and assessing general trends within the labour market. Following the Town’s Compensation Administration Policy, [POL.COR.23.01](#), a market review of the non-union salary grid is undertaken every four (4) years in the second year of the Term of Council and considered through the budget process for implementation in the third year of Council. This periodic review is essential to ensure that the Town’s compensation packages remain relevant and competitive in an evolving employment landscape.

The Town currently has a contract with Gallagher for compensation administration consulting

services. The last market and pay equity review for non-union staff was completed by Gallagher in 2021.

In 2021, Council established an independent Council Compensation Committee to review and make recommendations to Council on compensation for Members of the Council. Through the 2024 budget, Council approved that a Council compensation review, including base remuneration, benefits, pension, per diems and allowances, be included as part of the Market & Pay Equity Review to be completed by Gallagher. The Council Compensation review will also include a review of the Committee of Adjustment remuneration.

D. Analysis

The Market and Pay Equity Review for Non-Union Staff and Council project will involve the evaluation of approximately 125 staff positions, including Library roles, and 3 elected officials' positions. The consultant will conduct a custom market study that will initially involve reviewing the comparator organizations used in the 2021 market assessment to ensure they remain relevant, considering factors such as size, growth, and geographical proximity. Once the comparator group is confirmed by Council, a survey questionnaire will then be developed to gather relevant data for assessing Council remuneration and expense practices, including soliciting salary and organizational information from the selected comparators.

Non-Union Staff Market and Pay Equity Review

A comprehensive job-matching process will be conducted, an updated salary grid will be formulated to align job rates with the market, and a pay equity compliance assessment will be carried out, ensuring adherence to the Pay Equity Act for the non-union employee group. The final deliverable will be a summary report for non-union staff positions, complete with recommendations to ensure the Town continues to be competitive and equitable.

Council Compensation Review

For Council members, a survey questionnaire will be designed to collect feedback and input concerning Council member duties, time commitments, remuneration methods (base, per diems, etc.), and other pertinent issues.

Additionally, the results of the Council market survey will be summarized, and a report will be provided, outlining observations regarding Council's base remuneration, per diems, and related expense policies and practices compared to those of similar-sized municipal organizations.

The Consultant will prepare a final report with recommendations for Council's consideration to modify remuneration policy, ensuring that pay and expenses reflect and balance the need to pay fairly for the roles while mindful of the ability to pay and public perceptions of these positions.

At the April 29, 2024, Committee of the Whole meeting, Jane Mizanski, Senior Consultant with Gallagher, will be presenting an overview of the Market and Pay Equity Review for Non-Union Employees and Council, including the project objectives,

approach, and timeline.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

F. Environmental Impacts

None.

G. Financial Impacts

This project was budgeted under the Corporate Administration - 2024 Studies and Plans in the amount of \$60,000.

A final report, including recommendations related to internal equity, pay equity compliance, market competitiveness and the associated budget implications will be provided to Council for consideration.

H. In Consultation With

Senior Management Team

Human Resources Staff

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Sarah Traynor, Manager of Human Resources hr@thebluemountains.ca.

J. Attached

1. TBM Market and Pay Equity Review Presentation

Respectfully submitted,

Sarah Traynor
Manager of Human Resources

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
Sarah Traynor, Manager of Human Resources
hr@thebluemountains.ca
519-599-3131 extension 244

Report Approval Details

Document Title:	FAF.24.065 Market and Pay Equity Review for Non-Union Staff and Council.docx
Attachments:	- Attachment-1-TBM-Market-and-Pay-Equity-Review-Presentation.pdf
Final Approval Date:	Apr 20, 2024

This report and all of its attachments were approved and signed as outlined below:

Sarah Traynor - Apr 19, 2024 - 4:19 PM

Shawn Everitt - Apr 20, 2024 - 8:11 AM