



INFORMATION REPORT

TO: Mayor and Members of General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: April 7, 2011	
SUBJECT/REPORT NO: Employee Related Costs (HUR11002) - (City Wide)	
SUBMITTED BY: Chris Murray, City Manager	PREPARED BY: Helen Hale Tomasik, ext. 4155 David Godwaldt, ext. 8910
SIGNATURE:	

Council Direction:

At the March 4, 2011 meeting of the General Issues Committee (GIC), staff were directed to review the employee related costs: including COLA, merit increases (going through the steps in the pay grid); percentile adjustments, job evaluations, and determine methods/systems that would allow the City to fairly compensate staff, while slowing the annual increases, and compare those findings with the practices of other municipalities, and report back to the General Issues Committee.

Information:

This report provides an overview of the compensation topics that were raised at the GIC, offering further clarity and additional analysis of the current status. A subsequent report will follow at a later date when staff has had an opportunity to review alternative methods and systems, including the practices of other municipalities. This subsequent report will provide recommendations that would enable the City to fairly compensate staff, while slowing the annual increases.

Current Compensation Methods for Base Pay Adjustments at City of Hamilton

1. Cost of Living Adjustment (COLA)

Like most municipalities, public and private sector employers, the City has awarded COLA that reflects inflation. Traditionally Hamilton, like other municipalities, has awarded COLA at the same rate negotiated with the largest bargaining unit, i.e. CUPE 5167. Hamilton deviated from this practice in 2002, 2004, 2009 and 2010 (see Appendix A for history of COLA 2001-2010 for Non-Union and CUPE 5167)).

In 2009, no COLA was awarded to the non-union management and professional exempt group of employees. On April 1, 2009, Council unanimously passed the following motion:

- that due to the tough economic times the cost of living increase for the non-union Management and Professional Exempt employees be 0% in 2009, 1.5% in 2010, and 1.5% in 2011, which is also intended to set the tone for upcoming labour negotiations;
- that Council is committed to no reductions among the non-union Management and Professional Exempt employees complement in 2009;
- that the non-union Management and Professional Exempt group of employees' salaries be moved to the 50th percentile over a 4 year period commencing January 1, 2010, consistent with the Council's Non-Union Compensation Policy, and be maintained on an on-going basis;
- that the revised Salary Progression Policy for non-union staff be approved;
- that staff continue to review and report back on the balance of recommendations contained in the Gazda, Houlne & Associate report and propose any necessary changes to the Non-Union Compensation policies.

Consistent with the above Council resolution, this non-union group of employees was awarded 1.5% COLA in 2010 as well as the first of four percentile adjustments to move this employee group to the 50th percentile target pay position set by Council.

2. Salary Progression (Merit)

The City has a **Salary Administration Policy**, approved by Council on February 13, 2002, which outlines when an employee's salary may be increased, decreased or salary protected as a result of a general economic adjustment, progressive step increase, staffing changes, transfers, job evaluation, market rate adjustment, supervisory differential adjustment, assignment of additional duties (see Appendix B).

On April 1, 2009, Council approved an updated **Salary Progression Policy** which states "an employee's salary may be increased through a Progressive Step Increase based on an employee's performance". This updated policy (Appendix C) defines the approval mechanism for progressive step increases i.e. performance appraisal must be signed off by the employee's second removed supervisor and submitted to Human Resources before a progressive step increase is awarded.

Progression steps range from 3 to 5 steps depending on the employee group. Most employees who meet performance expectations would progress one step per year until they reach the final step which is the job rate. In the non-union pay grades there are 5 steps, Step 1 is 85.5% of the job rate, Step 2 is 89%, Step 3 is 92.5%, Step 4 is 96.2% and Step 5 is 100% of the job rate. CUPE 5167 employees reach the job rate in either 3 or 4 steps. The percentage differential between steps is on average 4% for non-union and 4.2 % for CUPE 5167 employees.

The average tenure of employment at the City is 9.6 years which means that the majority of employees have progressed through their steps and rely on COLA as their only means of a salary increase. Appendix D provides a summary of the number and percentage of employees who are at the top step of their salary band as of January 1, 2011. As of January 1, 2011, there were 4,932 employees (65%) of the employee population who were at the top step (job rate) for their position. The total workforce has 7533 employees (excluding Police, HECFI & Library).

3. Job Evaluation (JE)

The City has a **Job Evaluation Policy** (Appendix E) which was approved by Council on February 13, 2002. Job evaluation is a way of measuring jobs to determine the relative value of the job based on skill, effort, responsibility and working conditions.

- Job evaluation ensures that the employer meets its internal equity obligations in accordance with legislation, namely the *Pay Equity Act* and the *Employment Standards Act*
- Job evaluation occurs when **new positions** are created – in 2010, 107 new jobs (positions) were created and job evaluated; 16 jobs were made redundant.
- Job evaluation also occurs **when job responsibilities change** due to legislation and/or change in business needs/service delivery; or when there is an organizational change that results in a change in job scope (referred to as JE maintenance). In 2010, **45** employees (0.6% of the workforce) received a pay increase as a result of job maintenance evaluation due to one of the above factors. There were 25 Non-union employees who received a pay increase and 20 unionized employees who received a pay increase due to job re-evaluation.
- Through job maintenance evaluation, the average increase awarded to the non-union employee was \$4,993 and the average increase awarded to the CUPE 5167 employee was \$3,589

4. Annual Pay Hike Based on Number of Years with City

Two employee groups, Firefighters and Police Officers, receive what is commonly known as 3, 6, 9 “retention pay” in addition to COLA and progressive step increases. At 8 years of service they receive an additional 3% in pay, at 17 years of service, they receive another 3%, and at 23 years of service, they receive an additional 3% increase in pay.

5. Salary Increases Due to Promotions

The **Salary Administration Policy** specifies the rules for awarding a salary increase when an employee is promoted to a position of higher responsibility. In 2010, forty employees were promoted to positions of higher responsibility and received a minimum 8% increase in pay.

Likelihood of an Employee Receiving all of the Above Types of Salary Increases

During the budget deliberations, staff was queried as to the likelihood of employees receiving all of the types of salary increases. The following data provides the analysis of what actually occurred:

- In 2010 **all** employees received a COLA as per Appendix A (1.5% to 3.0%)
- In 2010 **all** non-union employees received an average 0.9% increase for percentile adjustment to move this employee group towards the 50th percentile target pay position set by Council. This percentile adjustment impacted 778 non-union employees (10.3% of the workforce)
- In 2011, 4,932 (35%) of all City employees are due for a progressive step increase
- 257 employees (3.4% of workforce) are likely to receive the first 3 types of salary increases
- In 2010, job evaluation (maintenance) based on job scope changes impacted 39 employees (0.5% of workforce)
- Receiving all 4 types of salary increases is very rare as individuals whose positions are submitted for job evaluation (maintenance) are usually at the Job Rate. In 2010, there was only one employee who received all 4 types of salary increase.

Alternative Compensation Methods and Systems

Human Resources is currently undertaking a review of all compensation programs of other municipalities and is giving consideration to alternative compensation programs (structure and policies), which provide greater flexibility in times of economic constraint. Staff will bring forward a report recommending alternative options for the consideration of the Non-Union Compensation Sub-Committee and General Issues Committee when the review is completed.

City of Hamilton

Summary of Increases for Non-Union & CUPE 5167 Between 2001- 2010

Non-Union Group	Date		CUPE 5167 (Inside/Outside Workgroup)	Date
1.50%	1/1/2010**		3%	01-Jan-10
0%	01-Jan-09		3%	01-Jan-09
3%	01-Jan-08		3%	01-Jan-08
3%	01-Jan-07		3%	01-Jan-07
2.25%	01-Apr-06		2.25%	01-Apr-06
2.25%	01-Apr-05		2.25%	01-Apr-05
2.50%	01-Apr-04		2%	01-Apr-04
3.00%	01-Apr-03		2%; .98%; 1.3%	April 1, 2003/Oct 1, 2003/Dec 31, 2003
2.50%	01-Apr-02		2%	01-Apr-02
Various*	01-Jan-01		2%	01-Apr-01

*Council approved a new non-union salary grid on June 26, 2001 effective January 1, 2001 along with a compensation philosophy to reflect the principles of market competitiveness and internal equity with base non-union compensation at the 50th-65th percentile based on an approved market comparator group

**Non-Union group received a small percentile adjustment based on a Council approved four year plan to move to 50th percentile

Corporate Policy		Appendix B HUR11002
Human Resources		
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Salary Administration Policy

POLICY STATEMENT	<p>An employee's salary may be increased, decreased or salary protected as a result of:</p> <ul style="list-style-type: none"> • a general economic adjustment; • a progressive step increase; • staffing changes (for new employees, reclassifications, promotions, promotions to management positions, lateral transfers); • transfer to another position; • a temporary transfer to another position on an acting or career development basis, or a secondment to a special project; • a job evaluation; • a market rate adjustment; • a supervisory differential adjustment; or • an adjustment to reflect the assignment of duties and responsibilities in addition to the employee's regular position
PURPOSE	<p>This policy identifies the terms and conditions under which salary changes may be enacted for the purposes of Salary Plan Placement (new employees, reclassifications, promotions, promotions to management positions and lateral transfers); Market Rates, Acting Pay, Additional Temporary Duties and Salary Protection as well as outlining how salaries are processed under these conditions.</p>
SCOPE	<p>This policy applies to all permanent, temporary or contract full-time employees of the City of Hamilton who have successfully completed their probationary period. This policy excludes unionized employees.</p>
DEFINITIONS	<p>The following terms referenced in this Policy are defined as:</p>
Salary Plan Placement	<p>The City of Hamilton recognizes that staffing changes within the organization may affect an employee's compensation. Actions taken with the Salary Plan Placement Policy vary depending on the reason for the movement. Five situations typically occur – hiring of new employees, job reclassifications, promotions, promotions to management positions and lateral transfers within the same salary/wage grade.</p>
Market Rates	<p>The Employer may establish a job rate that is different from that established through the job evaluation plan in response to market conditions or other factors such as "hot skills". Such rates must be substantiated by difficulty recruiting employees, difficulty retaining staff or a skills shortage of a particular skill set in the local market and/or employment market research.</p>
Acting Pay	<p>When an employee temporarily assumes a substantial portion of the responsibilities of a higher position, and is no longer responsible for their own normal duties, the employee is considered to be in an acting capacity.</p>
Temporary Additional Duties	<p>Salary premiums for additional responsibilities are based on the following criteria:</p> <ul style="list-style-type: none"> • the temporary responsibilities are generally for a period of one to six months duration; • the employee is responsible for specific projects; and • the employee is required to demonstrate additional skill, effort, responsibility or working conditions over and above their current responsibilities

Salary Protection	An employee will be salary protected if changes in the job content result in a lower evaluation and salary grade for a job. This means that the employee(s) will continue to receive the same salary for the period of time set out in the Salary Protection section of the Salary Administration Policy.
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PRINCIPLES	<p>The following principles apply to this Policy:</p> <ol style="list-style-type: none"> 1. Market Rates - Market rates will be reviewed annually to ensure they continue to be justified. 2. Expansion of salary range beyond job rate (0% to 8%) to be used for purposes such as market sensitive positions and compensation premium for additional temporary duties and/or special projects to deal with compensation associated with Additional Temporary Duties and Market Rates Policies. 3. Retired or terminated employees are not entitled to retroactive adjustments for job evaluation reclassifications unless the employee was an active employee at the time of the job evaluation decision and/or Council approval of rate changes. 4. If an employee is within five years of eligibility for a planned retirement that meets OMERS eligibility requirements, the employee would be entitled to either the salary protection provisions at their current hourly rate or for such longer period that the employee would need to ensure no negative impact on their best five years of income for pension eligibility.
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TERMS & CONDITIONS	<p style="text-align: center;"><u>Salary Plan Placement</u></p> <p>New Employees New employees are placed in the appropriate salary grade for their position, based on demonstrated skills, knowledge and experience.</p> <p>Placement in the salary grade must reflect the current market conditions, and ensure adequate compensation for the skills, knowledge and experience the employee brings to the City.</p> <p>Reclassification Where changes in skill, effort, working conditions or responsibility result in a change in rating, the employee is moved to a different salary grade and their compensation is adjusted accordingly.</p> <p>Adjustment to pay due to reclassification can be applied retroactively for a maximum of six months effective from the date that Human Resources receives the job evaluation documentation completely signed off by all parties. Employees that are considered 'active employees' and are in receipt of a pay cheque at the time of the reclassification will be entitled to retroactive adjustments.</p> <table border="1" data-bbox="506 1633 1429 1932"> <thead> <tr> <th colspan="3">RECLASSIFICATION PAY ADJUSTMENTS TABLE</th> </tr> <tr> <th>Position is</th> <th>New Salary grade is</th> <th>Employee is</th> </tr> </thead> <tbody> <tr> <td>Rated higher</td> <td>Higher</td> <td>placed in the same step in the new salary grade that was held in the previous permanent position</td> </tr> <tr> <td>Rated lower</td> <td>Lower but is within the higher salary grade</td> <td>placed in the closest higher step of the lower salary grade</td> </tr> </tbody> </table>	RECLASSIFICATION PAY ADJUSTMENTS TABLE			Position is	New Salary grade is	Employee is	Rated higher	Higher	placed in the same step in the new salary grade that was held in the previous permanent position	Rated lower	Lower but is within the higher salary grade	placed in the closest higher step of the lower salary grade
RECLASSIFICATION PAY ADJUSTMENTS TABLE													
Position is	New Salary grade is	Employee is											
Rated higher	Higher	placed in the same step in the new salary grade that was held in the previous permanent position											
Rated lower	Lower but is within the higher salary grade	placed in the closest higher step of the lower salary grade											



Rated lower	Lower and is below the higher salary grade	placed in the salary grade according to the formula in the Salary Protection Table.
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SALARY PROTECTION TABLE		
Position	Maintain previous salary for	After Adjustment Period
Below Director	three weeks per year of service	place at the highest step in the lower salary grade to minimize financial impact
Director and above	four weeks per year of service	place at the highest step in the lower salary grade to minimize financial impact

Any employee who requires salary protection due to his/her job being reclassified and is within a planned retirement that meet OMERS eligibility requirements, would be entitled to either salary protection (red circling) provisions at their current hourly rate or for such longer period that the employee would need to ensure no negative impact on their best five years of income for pension eligibility. These employees may continue to be salary protected (red circled) to minimize the financial impact on their pension income if within five years of eligibility, as per OMERS eligibility requirements. Thereafter, the employees' salary will be reduced to the maximum of the salary grade should the employee choose not to retire at the conclusion of the five year timeline. Salary protected (red circled) employees are not entitled to annual increases; their salary is protected up to the maximum of 5 years. Employees should notify their Compensation Specialist to ensure that the employee meets eligibility.

Merit increases dates do not change on reclassification.

Promotions

Employees promoted to a higher salary grade are placed in a step within the new salary grade that allows a minimum eight per cent increase in salary over their previous permanent salary grade.

All promotional increases are calculated on an employee's annual salary except where the employee's bi-weekly hours are reduced as a result of the promotion. In these cases, the promotional increase is calculated on the employee's bi-weekly rate.

Promotions to Management Positions

Salary determination for employees promoted to management positions considers the salary levels of the employee's direct subordinates. Non-union management employees are placed in a step within the salary grade that allows a minimum 10 per cent above the closest union subordinate, without going over the maximum salary for the grade.

The employer shall maintain a 10% wage differential between the top step of the closest unionized subordinate and the top step of the non-union management employee.

Issues of salary compression between non-union positions are reviewed on a case-by-case basis. Consideration may be given where an employee has had a previous acting assignment that enhanced his/her skill sets.

Where an employee moves to a management position that has a lower salary grade than the employee's current position, the employee is placed in the lower salary grade:



- at a step within the salary range that allows a minimum eight per cent annual increase when the lower salary grade overlaps the higher salary grade
- at the highest step in the lower salary grade when the lower salary grade does not overlap the higher salary grade

Placement in the grade cannot be above the maximum of the salary grade determined through internal equity.

Progressive step increase dates change to reflect the effective date of the promotion. Employees promoted to the City Manager or General Manager/Executive Director positions will have a merit increase date of January 1.

Employees who are within three months of receiving a progressive step increase in their former positions will have this considered in the calculation of the promotion increase.

Lateral Transfers

Employees who move positions laterally maintain the rate of their previous position.

Progressive step increase dates do not change to reflect the effective date of the transfer.

Performance assessments are based on a combination of the new position and the former position, where appropriate.

Market Rates

Market rates will be established after discussions with Human Resources to determine justification based on defined market rate criteria for a minimum of one year by communicating to the employee that he/she will receive the base internal equity rate for the job in addition to a market adjustment that will be paid through additional duty pay. The market rate adjustment will be reviewed annually to determine if the market adjustment should continue for another year or if same is no longer required due to external market conditions. The additional duty pay will be discontinued if the market adjustment is no longer required and the employee will continue to receive the internal equity rate.

Notification to discontinue existing market rates no longer required due to external market conditions will be based on the following criteria:

- positions below the Director level - three weeks notice for each year the market premium was paid
- Director level and above - four weeks notice for each year the market premium was paid

Acting Pay

To qualify for acting pay, the temporary assignment must be for at least 30 days.

Employees in acting positions are placed in a step within the salary grade for the higher position that allows a minimum eight percent increase over their current salary.

Temporary assignments for less than three months duration may be filled at the discretion of management. Temporary assignments for longer than three months are normally filled by a job competition. In extenuating circumstances, the requirement for a job competition may be waived, but this requires the approval of the appropriate General Manager and the Executive Director, Human Resources.



An employee in an acting capacity may be appointed to fill the position on a permanent basis during the acting period without a formal job posting only if the acting position was filled through a formal job competition consistent with the corporate standard and the employee's performance is satisfactory.

Temporary Additional Duties

The City of Hamilton views temporary additional duties of higher responsibilities as a means to provide employees with opportunities for development and growth in the workplace, as well as allowing the City to find short-term solutions to operational challenges. This policy is not intended to cover routine vacation relief.

Assignment on a shared basis to a group of employees must be considered before assigning temporary additional duty pay to just one employee.

Temporary additional duties are based on the following criteria:

- Duration is generally for a period of one to six months
- The employee is responsible for specific projects
- Not merely increase in workload
- Requirement for additional skill, effort, responsibility or working conditions than in current responsibilities

Employees with temporary assignments meeting these criteria receive a salary premium of eight per cent over their current base salary for the duration of the temporary assignment. A temporary assignment is expected to be temporary. If additional responsibilities continue beyond the project period, or are expected to continue indefinitely, the position is submitted for review under the non-union job evaluation plan.

Salary Protection

An employee is salary protected at the rate of pay in effect when the salary protection is applied.

Employees who apply for and are awarded a lower-valued position are not salary protected but will be placed in the new lower salary grade to provide the minimum financial impact.

Employees holding downgraded positions or placed in lower-valued positions are entitled to salary protection when:

- no opportunity exists to move the employee to an equal or higher salary within the lower grade for the lower-valued position
- the salary grade of the new lower-valued position does not cross over the existing higher salary grade.

Employees are placed in the new lower salary grade according to the following table:

SALARY PROTECTION TABLE

Position	Maintain previous salary for	After Adjustment Period
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Below Director	Three weeks per year of service to a maximum of 18 months, or until such time as the salary protection is no longer necessary	place at the highest step in the lower salary grade to minimize financial impact
Director and above	Four weeks per year of service to a maximum of 18 months, or until such time as the salary protection is no longer necessary	place at the highest step in the lower salary grade to minimize financial impact

Pending Retirement Salary Protection (Red Circling)

Employees within five years of a planned retirement that meet OMERS eligibility requirements, who would be eligible for salary protection, are red circled at their current rate of pay, to minimize financial impact.

These employees are red circled until one of the following occurs:

- the new lower salary grade crosses the current higher salary grade
- five years have elapsed from the salary protection notice
- the employee retires

RESPONSIBILITIES

Operating departments are responsible for fulfilling the responsibilities detailed in this Policy as follows by consulting with Human Resources:

1. To ensure promotional, acting pay and temporary additional duty pay formulas are calculated correctly.
2. To report and discuss compression issues as required.
3. To provide advice and guidance in matters relating to starting salaries, performance matters, eligibility for removal of status and/or reassignment or re-evaluation. To ensure a development plan is developed between the Supervisor and the employee in these unique situations where the employee falls short of the job qualifications.
4. To ensure market rates are justified for specific job(s).
5. To ensure salary protection timelines are calculated correctly and appropriate notification is provided by Human Resources to the employee(s).

Human Resources is responsible to administer the salary administration processes.

COMPLIANCE

Failure to comply with this Policy and its associated Procedures will result in the employee(s) not being compensated.

RELATED DOCUMENTS


The following related documents are referenced in this Policy:

1. Employment Standards Act.
2. OMERS Legislation.

Corporate Policy	 Hamilton	Appendix C HUR11002
Human Resources		
Policy No: HR-24-09		
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Salary Progression Policy

POLICY STATEMENT	An employee's salary may be increased through a Progressive Step Increase based on an employee's performance. This policy defines the approval mechanism for progressive step increases.
PURPOSE	<p>The purpose of this policy is to outline the approval mechanism for progressive step increases.</p> <p>Progressive step increases within salary bands are awarded to recognize:</p> <ul style="list-style-type: none"> • progressive attainment of the competencies required to achieve job mastery; job mastery occurs at the final salary step (i.e. the job rate) • employee contributions, both as individuals and as members of teams, to the mission, vision, and strategic directions of the City of Hamilton • achievement of annual performance objectives and expectations • behaviours that reflect the corporate values
SCOPE	This policy applies to all permanent, temporary, or contract, full-time and part-time employees of the City of Hamilton who have successfully completed their probationary period. This policy excludes unionized employees.
DEFINITIONS	The following terms referenced in this Policy are defined as:
Progressive Step Increase	An increase in salary to recognize the employee's performance and is based on completion of a performance appraisal with an overall rating of equal to or higher than effective performance.
PRINCIPLES	<p>The following principles apply to this Policy:</p> <ol style="list-style-type: none"> 1. To ensure a consistent and accountable approach to the awarding of progressive step increases. 2. A performance appraisal must be completed to assess the employee's performance over a calendar year, while actively at work.
TERMS & CONDITIONS	<p>The following terms and conditions apply to this Policy:</p> <p>Progressive step increases are:</p> <ul style="list-style-type: none"> • based on performance documented through the appropriate performance assessment which serves as the basis for supervisors recommending an increase • applied to the base salary effective on the anniversary date of the employee's placement in, or promotion to the position <p>To ensure a consistent and accountable approach to the awarding of progressive step increases:</p> <ul style="list-style-type: none"> • Performance appraisals must be signed off by the employee's second-removed supervisor and submitted to Human Resources before a progressive step increase is awarded • Employees must have an overall rating of equal to or higher than effective performance to progress through the steps in the salary range • Employees must achieve their performance objectives to receive an effective performance rating

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	<p>Part Time Part-time employees are eligible for placement in the salary grade on the same basis as full-time employees. Merit increases are granted on the same basis as for full-time positions, provided that an equivalent number of full time hours have been worked.</p>	
RESPONSIBILITIES	<p>The following positions and/or departments are responsible for fulfilling the responsibilities detailed in this Policy as follows:</p> <p>Supervisors must ensure that Performance Appraisals are completed to ensure timely application of the Salary Progression Policy.</p>	
COMPLIANCE	<p>Failure to comply with this Policy and its associated Procedures will result in inconsistent application of progressive step increases.</p>	

Step Placement Breakdown By Employee/Union Group


Employee/Union Group	# employee at Job Rate (Max Step)	% of ees by Union Group @ Job Rate	Active Employee Totals
Non-Union (FT)	521	67%	778
Part-Time Non-Union	236	26%	910
School Crossing Guards	231	92%	252
CUPE 1041	234	84%	277
CUPE 5167 (Inside & Outside)	1949	69%	2845
CUPE Local 5167 (Lodges)	406	72%	561
A.T.U. 107 & 1585	475	75%	632
O.N.A. Local 50 & O.N.A. Local 72	114	53%	217
Firefighters Association (Local 288)	448	86%	521
Volunteer Firefighters	95	43%	221
OPSUE-Paramedics	195	82%	239
I.U.O.E. Local 772	7	41%	17
I.U.O.E. Local 772 AWS	3	7%	45
City Journeyman	2	100%	2
Elected Officials	16	100%	16

Note: Data effective as of January 1, 2011

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Human Resources		
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<i>Job Evaluation Policy</i>	
POLICY STATEMENT	<p>The City of Hamilton seeks to ensure external competitiveness in the employment market through compensation practices that are fair, equitable, consistent, aligned, competitive, affordable and in accordance with the legal requirements of the Pay Equity Act and The Employment Standards Act.</p> <p>The City of Hamilton's Non-Union Job Evaluation Plan was designed specifically to measure non-union jobs in the City of Hamilton. It is the measurement tool applied to all non-union jobs to assess a job's value.</p>
PURPOSE	The purpose of this policy is to outline the procedures to establish salary classifications for new jobs and existing jobs where the job content has changed since the last job evaluation review.
SCOPE	This policy applies to all non-union jobs within the City of Hamilton. This policy excludes unionized jobs.
DEFINITIONS	The following terms referenced in this Policy are defined as:
Job Evaluation	Job Evaluation is a way of measuring jobs to determine the relative value of the job. It measures the skill, effort, responsibility and working conditions of jobs so that jobs can be compared one to the other.
PRINCIPLES	<p>The following principles apply to this Policy:</p> <ol style="list-style-type: none"> 1. It is the content of the job that is analyzed, not the person doing the job; 2. Jobs are evaluated without regard to existing job rates; 3. Jobs are evaluated on each factor by considering the specific requirements of the job; and 4. Workload is not a consideration in evaluating a job.
TERMS & CONDITIONS	<p>The following terms and conditions apply to this Policy:</p> <p>Job Evaluation The City of Hamilton evaluates each job and bases the salary on an assessment of its competencies, accountabilities and physical and environmental demands.</p> <p>New positions are assessed in these areas to determine an appropriate preliminary evaluation for posting purposes. Existing positions may require periodic assessment to ensure that these areas continue to be evaluated appropriately. These new evaluations and position changes are addressed through job evaluation review procedures.</p> <p>Different procedures apply for new positions and existing positions.</p> <p>New Positions When a new non-union position is established, the requesting department completes a Job Information Synopsis Form to establish a preliminary evaluation. This form should be:</p> <ul style="list-style-type: none"> • completed by the immediate supervisor • authorized according to the Human Resource Authority Guidelines

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	<ul style="list-style-type: none"> • submitted to Human Resources <p>Human Resources conducts an assessment of the competencies, accountabilities and physical and environmental demands of the position to establish a preliminary evaluation and salary. This preliminary evaluation and salary is the basis for posting. The posting notes that the salary is based on a preliminary evaluation and is “under review”.</p> <p>The employee, in consultation with his or her supervisor, completes a Job Information Synopsis Form to establish a confirmed evaluation within six months of appointment to the position. This form should be authorized according to the Human Resource Authority guidelines and submitted to Human Resources.</p> <p>Human Resources conducts an assessment of the competencies, accountabilities, physical and environmental demands of the position to establish the confirmed evaluation and salary. The confirmed evaluation is communicated to the requesting department and the employee.</p> <p>Salary adjustments are made according to the Salary Administration Policy.</p> <p>Existing Positions</p> <p>When the department and an employee determine that changes have occurred in the competencies, accountabilities and/or physical and environmental demands of a position the employee, in consultation with his or her supervisor, completes a new Job Information Synopsis Form. The Job Information Synopsis Form is reviewed and authorized according to the Human Resource Authority guidelines and submitted to Human Resources.</p> <p>Human Resources conducts an assessment of the competencies, accountabilities, physical and environmental demands of the position to either confirm the current evaluation and salary or establish an updated evaluation and salary. The results of the evaluation are communicated to the Department and the employee.</p> <p>If the evaluation would result in an adjustment of more than one salary band, re-posting the position, as a new position, may be required. This decision will be made in consultation between the Department Head and the Executive Director of Human Resources.</p> <p>Salary adjustments are made according to the Salary Administration Policy as appropriate.</p> <p>Part Time Wage Rates</p> <p>The City of Hamilton recognizes the efforts and skills brought by part-time employees and establishes part-time non-union wage rates through an evaluation of the skill, effort, working conditions and responsibilities of the position.</p> <p>Part-time hourly wage rates are equivalent to the hourly rates of comparable full-time positions where appropriate.</p>	
RESPONSIBILITIES	The following positions and/or departments are responsible for fulfilling the responsibilities detailed in this Policy as follows:	

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Human Resources		
Policy No: HR-18-09		
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	Management needs to ensure that job evaluation documentation is accurate and reflects the scope of job duties at a fully proficient level.	
COMPLIANCE	Failure to comply with this Policy and its associated Procedures will result in inconsistent job evaluation and pay practices.	
RELATED DOCUMENTS	The following related documents are referenced in this Policy: <ol style="list-style-type: none"> 1. <i>Pay Equity Act.</i> 2. <i>Employment Standards Act.</i> 	