

# AGENDA



## AUDIT COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

**MONDAY, SEPTEMBER 24, 2012 – 9:00 AM**

**COUNCIL CHAMBER, 2<sup>ND</sup> FLOOR, CIVIC CENTRE,  
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1  
<http://www.mississauga.ca>**

### Members

Councillor Jim Tovey, Ward 1  
Councillor Pat Mullin, Ward 2 (Chair)  
Councillor Chris Fonseca, Ward 3  
Councillor Ron Starr, Ward 6  
Mayor Hazel McCallion, (*ex officio*)

Contact: Carmela Radice, Legislative Coordinator, Office of the City Clerk  
905-615-3200 ext. 5426 Fax: 905-615-4181  
[carmela.radice@mississauga.ca](mailto:carmela.radice@mississauga.ca)

CALL TO ORDER

DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST

MINUTES OF PREVIOUS MEETING

- (a) Draft Minutes of the May 7, 2012 Audit Committee meeting.

Recommend Adoption

APPROVAL OF THE AGENDA

DEPUTATIONS

MATTERS TO BE CONSIDERED

1. Report dated September 14, 2012 from the Director of Internal Audit re: **Final Audit Reports - Transportation & Works Department, Transit Division – Mississauga Transit Tickets and Passes Audit; and Low Value Acquisitions (LVA) Cheque Requisitions Transaction Review**

Recommendation

That the report dated September 14, 2012 from the Director, Internal Audit with respect to the final audit reports for the Transportation & Works Department, Transit Division – Mississauga Transit Tickets and Passes Audit; and the Low Value Acquisitions (LVA) Cheque Requisitions Transaction Review be received for information

Recommend Receipt

2. Report dated September 12, 2012 from the Director of Internal Audit re: **2012 Internal Audit Work Plan Status Report**

Recommendation

That the report dated September 12, 2012 from the Director, Internal Audit, with respect to the status of the 2012 Internal Audit Work Plan be received for information.

Recommend Receipt

3. Report dated September 12, 2012 from the Commissioner of Corporate Services and Treasurer re: **Revised Salary Administration and Job Evaluation Policies**

Recommendation

That the revised Salary Administration Policy #01-04-02 and Job Evaluation Policy #01-01-04 attached as Appendix 1 and 3 to the Corporate Report dated September 12, 2012 from the Commissioner of Corporate Services and Treasurer, be approved.

Recommend Approval

CLOSED SESSION

- (a) Pursuant to the *Municipal Act*, Section 239. (3.1)
- (i) The security of the property of the municipality or local board re:  
**Mississauga Spectator Arena Complex (Hershey Centre)**  
**Update May 2012 Audit.**

INQUIRIES

ADJOURNMENT

# MINUTES



## AUDIT COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

**MONDAY, MAY 7, 2012 – 9:01 AM**

**COUNCIL CHAMBER, 2<sup>ND</sup> FLOOR, CIVIC CENTRE,  
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1  
<http://www.mississauga.ca>**

### Members Present

Councillor Jim Tovey, Ward 1  
Councillor Pat Mullin, Ward 2 (Chair)  
Councillor Chris Fonseca, Ward 3  
Councillor Ron Starr, Ward 6

### Absent

Mayor Hazel McCallion, (*ex officio*)

### Staff Present

Brenda R. Breault, Commissioner, Corporate Services and Treasurer  
Paul Mitcham, Commissioner, Community Services  
Sally Eng, Director, Internal Audit, City Manager's Office  
Patricia Elliot-Spencer, Director of Finance  
Mark Beauparlant, Manager of Financial Services  
Kevin Travers, Partner, KPMG, external auditors  
Crystal Greer, Director of Legislative Service and City Clerk  
Carmela Radice, Legislative Coordinator, Office of the City Clerk

CALL TO ORDER-9:01 (Chair Mullin)DECLARATIONS OF (DIRECT OR INDIRECT) PECUNIARY INTEREST - NilMINUTES OF PREVIOUS MEETING

- (a) Draft Minutes of the March 5, 2012 Audit Committee meeting.

Recommendation

AC-0004-2012

That the Audit Committee minutes of March 5, 2012 be approved as presented.

Approved (R. Starr)

APPROVAL OF THE AGENDA

That the agenda be approved as presented.

Motion: Moved by: J. Tovey

Carried

DEPUTATIONS -NilMATTERS TO BE CONSIDERED

1. Report dated April 23, 2012 from the Director of Internal Audit re: **Corporate Services Department, Information Technology Division, Information Security - Identity and Access Management Consulting Engagement.**

Sally Eng, Director of Internal Audit provided a brief summary of when this Audit was on the work plan.

Craig Emick, Information Technology Auditor provided an overview of the Information Security on Identity and Access Management Consulting Engagement and requested that the project be switched to a consulting engagement with periodic updates to the Audit Committee on the status progress. Councillor Starr asked if the Corporation is comparable to other municipalities in the information technology industry. Shawn Slack, Director of Information Technology responded by indicating that the City is leading or at par and in some areas in need of improvements within the industry.

Recommendation

AC-0005-2012

That the Information Security - Identity and Access Management Project, approved as an assurance assignment (i.e. audit) under the 2011 Internal Audit Work Plan on March 7, 2011, be switched to a consulting engagement with periodic updates to the Audit Committee on the status and progress of the engagement.

Approved (R. Starr)

2. Report dated April 23, 2012 from the Director of Internal Audit re: **2011 Investment Audit**.

Sally Eng, Director of Internal Audit provided an update on the 2011 Investment Audit.

Recommendation

AC-0006-2012

That the report dated April 23, 2012 from the Director of Internal Audit with respect to the 2011 Investment Audit be received for information.

Received (C. Fonseca)

3. Report dated April 25, 2012 from the City Manager and Chief Administrative Officer re: **Status of Outstanding Audit Recommendations**.

There was no discussion regarding this matter.

Recommendation

AC-0007-2012

That the report dated April 25, 2012 from the City Manager & Chief Administrative Officer regarding the status of outstanding audit recommendations be received for information.

Received (J. Tovey)

4. Report dated April 25, 2012 from the Commissioner of Corporate Services and Treasurer re: **2011 Audited Financial Statements**.

Brenda Breault, Commissioner of Corporate Services and Treasurer provided an overview of the 2011 Audited Financial Statements. Councillor Tovey posed a question on the tangible capital assets. Ms. Breault responded by indicating that the loss of tangible capital assets refers to one piece of property purchased in 2007 and was sold at the time for fair market value.

Chair Mullin posed questions on the regulatory risks and uncertainties affecting recovery or settlement in the consolidated financial statements and on the Environment Canada's new regulations on the PCBs. Kevin Travers, Partner, KPMG, External Auditor responded by indicating that the comment is required to be put in the financial statement for expected risks or uncertainties. The Ontario Energy Board (OEB) decides how and when the regulatory accounts are recovered and at what rate. As for the changes in the Legislation the PCB need to be remediated. Janice Baker, City Manager and CAO indicated that Enersource will be presenting their annual report to Council on May 23, 2012 and questions can be asked at that time as well. Councillor Starr inquired about the trust funds. Ms. Breault indicated that she will investigate and get back to the Committee with further clarification.

#### Recommendation

AC-0008-2012

That the 2011 Audited Financial Statements for City of Mississauga (City), City of Mississauga Public Library Board, City of Mississauga Trust Funds, Clarkson Business Improvement Area, Port Credit Business Improvement Area, Streetsville Business Improvement Area, and Enersource Corporation be received.

#### Received (R. Starr)

5. Report dated April 26, 2012 from the Commissioner of Corporate Services and Treasurer re: **2011 External Audit Findings and Recommendations.**

Brenda Breault, Commissioner of Corporate Services and Treasurer provided an overview of the 2011 external audit findings and recommendations. Chair Mullin and Councillor Starr supported the report. Councillors Tovey and Fonseca posed questions on the grant policy and process and if the City of Mississauga uses the same standard requirements as other municipalities. Janice Baker, City Manager and CAO indicated that the grant applicants are required to submit auditor's statements. Ms. Breault indicated that the City of Mississauga uses a standard process.

#### Recommendation

AC-0009-2012

That the 2011 External Audit Findings and Recommendations Report dated April 26, 2012 from the Commissioner of Corporate Services and Treasurer, which includes the Audit Findings Report from KPMG for the fiscal year 2011 for the City of Mississauga, be received for information.

#### Received (C. Fonseca)

6. Memorandum dated April 30, 2012 from the Director of Culture Division re: **Culture Grant Policy.**

There was no discussion regarding this matter.

Recommendation

AC-0010-2012

That the memorandum dated April 30, 2012 from the Director of Culture Division re: Culture Grant Policy, be received for information.

Received (J.Tovey)

CLOSED SESSION

Audit Committee moved into Closed Session at 9:34 a.m. Audit Committee moved out of closed session at 10:50 a.m. The following recommendation was passed pursuant to the Closed Session:

- (i) The security of the property of the municipality or local board re: **Final Audit Report: Community Services Department, Recreation Division – Mississauga Spectator Arena Complex (Hershey Centre) Management Agreement Audit – Phase I**

Members of Audit Committee raised questions on the Mississauga Spectator Arena Complex (Hershey Centre) Management Agreement Audit – Phase I. Paul Mitcham, Commissioner of Community Services, Mary Ellen Bench, City Solicitor, Janice Baker, City Manager and CAO, Sally Eng, Director of Internal Audit and Al Steinbach, Internal Auditor provided answers indicating the policies and procedures that were breached and the actions taken.

Recommendation

AC-0011-2012

That the Final Audit Report: Community Services Department, Recreation Division – Mississauga Spectator Arena Complex (Hershey Centre) Management Agreement Audit – Phase I, be received.

INQUIRIES -Nil

ADJOURNMENT-10:52 am





# Corporate Report

Clerk's Files

Originator's  
Files

**DATE:** September 14, 2012

AUDIT COMMITTEE

SEP 24 2012

**TO:** Chair and Members of Audit Committee  
Meeting Date: September 24, 2012

**FROM:** Sally P, Eng, CA, CMA  
Director, Internal Audit

**SUBJECT:** **Final Audit Reports - Transportation & Works Department,  
Transit Division – Mississauga Transit Tickets and Passes Audit;  
and Low Value Acquisitions (LVA) Cheque Requisitions  
Transaction Review**

**RECOMMENDATION:** That the report dated September 14, 2012 from the Director, Internal Audit with respect to the final audit reports for the Transportation & Works Department, Transit Division – Mississauga Transit Tickets and Passes Audit; and the Low Value Acquisitions (LVA) Cheque Requisitions Transaction Review be received for information.

**BACKGROUND:** In accordance with the Terms of Reference for the Audit Committee (By-law 0321-2010), the Committee is responsible for “reviewing reports from the Director of Internal Audit identifying audit issues and the steps to resolve them, [and] reviewing the adequacy of the management responses to audit concerns, having regard to the risks and the costs involved.”

**COMMENTS:** Internal Audit has completed finalization of two audits, being:

- Transportation & Works Department, Transit Division – Mississauga Transit Tickets and Passes Audit and
- Low Value Acquisitions (LVA) Cheque Requisitions Transaction Review.

Audit report for the Transit Tickets and Passes Audit is separately bound and is hereby submitted to the Audit Committee for consideration.

Low Value Acquisitions (LVA's) are defined in the Purchasing By-law (By-law 0374-06) as an "Acquisition of Goods and/or Services having a value of \$5,000 or less". The limit was increased to \$10,000 in April 2012 (By-law 0065-2012).

LVA's could be paid via cheque requisitions or transacted through procurement cards. The procurement card program has undergone some major changes in recent months and the transactions are currently being monitored by Corporate Financial Services. The LVA Transaction Review completed by Internal Audit focussed on transactions that were processed through cheque requisitions.

A sample of LVA transactions processed via cheque requisitions for the 18 month period from January 2011 to June 2012 was selected for review from the total population of 12,830 transactions (worth over \$7.8 million). A separately bound audit report is not issued for this transaction review as majority of the issues identified, based on the audit work performed, were procedural in nature.

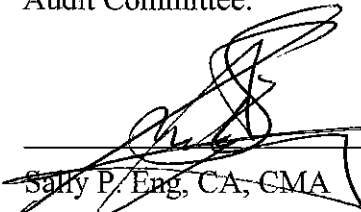
Two audit recommendations have been made to Management to review and enhance the monitoring and training programs for the LVA process to reinforce the importance of complying with the Purchasing By-law and Corporate Policies and Procedures; as well as the procedural requirements, including clarification of the forms used for request for payments; proper account assignments; and receipt and retention of insurance and WSIB certificates where required. Management has concurred with both recommendations.

**FINANCIAL IMPACT:** None

**CONCLUSION:** The final audit reports for Transportation & Works Department, Transit Division – Mississauga Transit Tickets and Passes Audit and Low Value Acquisitions (LVA) Cheque Requisitions Transaction Review are now complete and are submitted for consideration by the

1(b)

Audit Committee.



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Sally P. Eng, CA, CMA  
Director, Internal Audit

*Prepared By: Sally P. Eng, CA, CMA*



# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** September 12, 2012

**TO:** Chair and Members of Audit Committee  
Meeting Date: September 24, 2012

**FROM:** Sally P, Eng, CA, CMA  
Director, Internal Audit

**SUBJECT:** 2012 Internal Audit Work Plan Status Report

AUDIT COMMITTEE  
SEP 24 2012

**RECOMMENDATION:** That the report dated September 12, 2012 from the Director, Internal Audit, with respect to the status of the 2012 Internal Audit Work Plan be received for information.

**REPORT  
HIGHLIGHTS:**

- All projects on the 2012 Internal Audit Work Plan have been completed or are in various stages of progression, with the exception of the Recreation & Parks - Marina Audit. Commencement of this Audit was delayed due to other priorities. It is now scheduled to be done in 2013 during the operating season of the Marina.
- 16% of available audit staff time was spent on providing advisory services. The number of requests continues to rise as Internal Audit continues to work collaboratively with management.
- A number of initiatives are underway as part of the continuous improvement program to enhance the efficiency and effectiveness of the audit process and audit management.

**BACKGROUND:** The Internal Audit Charter (By-law 0240-2004) charges the Director, Internal Audit with the responsibility to develop and submit an annual audit work plan to the Audit Committee for review and approval and to provide periodic updates to the Committee on the

status of the work plan.

A three year Internal Audit Work Plan for 2010 to 2012 was originally presented to the Audit Committee on May 10, 2010 with amendments approved at subsequent Committee meetings to reflect changes in priorities. This report provides the status of the audits planned for 2012 and shows the consultative projects and other initiatives which Internal Audit has undertaken during the period of January to August 2012.

**COMMENTS:**

The 2012 Internal Audit Work Plan is being executed as anticipated with one exception. Appendix 1 to this report details the status of each project as of August 2012.

**Assurance Projects (Audits)**

Of the 15 audits approved by the Audit Committee on March 5, 2012 and listed on Appendix 1,

- Six (6) have been completed;
- Reports for the Parking Revenue and Purchasing (Medium Value Acquisitions) Audits are being drafted and are expected to be presented at the November Audit Committee meeting;
- Planning for the Audits on Payroll - Library Union Staff and Hershey Centre Phase 2 is currently underway, and research relating to Risk Management principles and practices is in progress;
- The Pay and Display and IT Hardware Inventory Audits are expected to commence in the Fall; and
- The consulting engagement on selected IT initiatives in relation to identity and access management continues.

Due to other priorities and additional time required relating to the Hershey Centre Phase 1 Audit, commencement of the Recreation & Parks – Marina Audit was delayed. As the ideal time for conducting this audit is when the Marina is in operation, the project will be deferred till 2013 to coincide with the operating season of the Marina.

**Consultative Services**

The number of requests for consultative services continues to rise as Internal Audit continues to promote a proactive and collaborative approach in working with management. As of August 2012, 16% of available audit staff time (total hours less leave of absence, vacation and sick time) was spent on providing advice and feedback to staff and management. This also includes relaying to staff any discussion papers, publications, professional standards or industry best practices that are relevant in addressing existing and emerging issues or risks which may affect the City, especially in the area of information technology.

**Continuous Improvement and Staff Development**

Internal Audit has completed the self assessment portion of the Quality Assessment Review required by the Professional Standards of the Institute of Internal Auditors. The external validation portion of the Review is planned for the Fall once an independent reviewer is engaged.

Work regarding automation of audit processes and administration continues. Further research and review, including discussion with counterparts in other municipalities, will be done as time permits.

In an effort to maintain an audit team with versatile skills to provide value to the City, staff have attended courses, seminars and webinars to further enhance their knowledge and skills related to internal auditing, technology and general management principles. Materials are also acquired to encourage self-learning where appropriate.

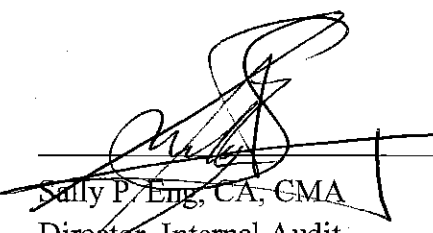
**FINANCIAL IMPACT:** None

**CONCLUSION:** Status of the 2012 projects included in the Internal Audit Work Plan is summarized in Appendix 1 to this report. The Work Plan is being executed as anticipated but commencement of the Recreation & Parks – Marina Audit has been delayed and is now scheduled to be done in 2013 during the operating season of the Marina. Consulting services are provided on an ongoing basis to enhance controls and mitigate

risks and to improve City's operations. A number of activities are also conducted as part of the initiative to continuously improve the efficiency and effectiveness of the audit process; to foster collaboration with City staff and counterparts in other municipalities; as well as to maintain an audit team with versatile skills.

**ATTACHMENT:**

Appendix 1: 2012 Internal Audit Work Plan Status Reports as of August 2012



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Sally P. Eng, CA, CMA  
Director, Internal Audit

*Prepared By: Sally P. Eng, Director, Internal Audit*

## 2012 Internal Audit Work Status Report As of August 2012

### A. AUDITS

	AUDIT	STATUS	COMMENTS
<b>REVENUE AND CASH HANDLING</b>			
1	Cash Receipt Forms	Completed	Report was presented at March Audit Committee Meeting.
2	2011 Investment	Completed	Report was presented at May Audit Committee Meeting.
3	Transit Coin Room	Completed	Report was presented at March Audit Committee Meeting.
4	Transit Revenue – Tickets, Passes	Completed	Report to be presented at September Audit Committee Meeting.
5	Parking Revenue	Draft Report	Currently in the process of preparing the audit report and action plan.
6	Pay and Display	To Commence	This audit is expected to commence in the Fall.
7	Recreation & Parks -- Marinas	Deferred	The ideal time for conducting this audit is when the Marina is in operation. Due to other priorities, commencement of the audit was delayed this year. It is now scheduled to be done to coincide with the operating season of the Marina in 2013.
<b>PURCHASING, PAYMENTS, PAYROLL</b>			
8	Purchasing - Medium Value Acquisitions	Draft Report	Currently in the process of preparing the audit report and action plan.
9	Purchasing - Low Value Acquisitions (continuous auditing)	Completed	Report to be presented at September Audit Committee Meeting.
10	Payroll – Library Union	Planning	Planning for this audit is currently underway.
<b>CONTRACTS</b>			
11	Hershey Centre – Phase 1	Completed	Report was presented at the May Audit Committee Meeting.
12	Hershey Centre – Phase 2	Planning	Planning is underway for Phase 2 of the audit which will focus on event revenue. Internal Audit is also providing assistance to staff in the Community Services Department in implementing the recommendations from Phase 1 of the Audit and in reviewing cash handling procedures at the Hershey Centre and SportZone.
<b>INFORMATION TECHNOLOGY</b>			
13	Identity and Access Management	Ongoing	At the May 7, 2012 meeting, the Audit Committee approved that this audit be switched to a consulting engagement with periodic

2(d)



**2012 Internal Audit Work Status Report**  
**As of August 2012**

	AUDIT	STATUS	COMMENTS
			<p>update to the Committee on the status and progress of the engagement. The consulting engagement includes participation in three IT initiatives i.e. Security Access Form Business Process Review and Re-Engineering; IT Security and Risk Management; and Identity and Password Management Application.</p> <p>Work continues in this area through attendance of Steering Committee and Project Team meetings as required; review of relevant documentation; and discussion of specific issues or risks perceived. Where appropriate, information regarding professional/industry standards and best practices are brought to the attention of the Project Team for their consideration.</p>
14	IT Hardware Inventory and Wireless Devices	To Commence	This audit is expected to commence in the Fall.
<b>OTHERS</b>			
15	Risk Management (overview of the function for future audit planning purposes)	In progress	Research into risk management principles and best practices is currently underway.

**B. OTHER PROJECTS**

	PROJECT	STATUS	COMMENTS
<b>AUDIT RELATED</b>			
1	Corporate Risk Assessment	In progress	Corporate Risk Assessment is conducted every 3 years (with annual refresh) where Management is requested to assess the risks that are inherent in their normal course of conducting business. Results of the assessment will be used to develop the Internal Audit work plan for 2013 to 2015. Internal Audit is partnering with the Project Management Support Office and the Risk Management Office to

**2012 Internal Audit Work Status Report**  
**As of August 2012**

	PROJECT	STATUS	COMMENTS
			refine the risk factors used in the previous Assessment and to expand on the application of these factors for project management and corporate business planning.
2	Audit Recommendations Follow Up	Completed for May.  In Progress for November.	Follow up of outstanding audit recommendations are done twice a year to ensure that audit recommendations have been implemented and/or the issues identified in the previous audits have been resolved.  The first follow up was completed and presented at the May Audit Committee Meeting. Result of the second follow up will be presented to the Committee at the November Meeting.
<b>CONSULTING</b>			
3	Central Agreement Tracking System	In Progress	This is a joint project with Legal Services and Legislative Services to determine how City agreements can be tracked to enable quick and easy access and to gain a complete understanding of commitments that the City has with outside parties.
4	IT Network	As required	An assessment of the City's Network System was recently completed by an external consultant and IT staff are in the process of reviewing the solution recommended. Internal Audit will continue to work with IT staff and provide advisory services to the IT Network Team as required.
5	Ongoing consultation as requested by Management.	Ongoing	These are consulting services aimed at providing management with proactive advice to enhance controls and mitigate risks and to improve City operations. Some of the requests completed to date included review of : <ul style="list-style-type: none"> <li>• New and amended Corporate Policies and Procedures</li> <li>• Amendments to the Purchasing By-law</li> <li>• Draft contract and contract extension</li> <li>• Compliance with Payment Card Industry</li> </ul>

**2012 Internal Audit Work Status Report  
As of August 2012**

	PROJECT	STATUS	COMMENTS
			<ul style="list-style-type: none"> <li>• Procurement Card Audit Process</li> <li>• Changes to various business processes and cash handling procedures</li> </ul>
<b>CONTINUOUS IMPROVEMENT</b>			
6	External Quality Assurance	In Progress	<p>This is a requirement of the Institute of Internal Auditors (IIA) to monitor and assess the overall effectiveness of the internal audit activities. Such a review is required once every five years and is conducted by a qualified, independent reviewer or review team from outside the City.</p> <p>The self assessment portion of the Quality Assessment Program was completed by one of the Senior Auditors. The external review is expected to take place in the Fall when the independent reviewer is engaged.</p>
7	Divisional Procedural Manual Update	Completed	Four (4) updates have been made this year to the Internal Audit Procedural Manual to clarify and reflect current practices of the Internal Audit Division to provide consistent direction and guidance to Audit Staff in performing their duties.
8	Audit Management and Working Paper Software Research	In progress	Preliminary work has been done to research best practices and automated systems for managing internal audit activities including preparation of audit work plan and documentation of audit work. Further review including discussions with and visits to other municipalities will be conducted as time permits.
9	Professional Development	Ongoing	<p>Professional development opportunities are provided to Audit Staff through seminars, workshops, webinars and materials acquired for the Internal Audit Library. Some of the topics included risk management; control environment; audit management; IT governance; fraud; interviewing techniques; and cloud computing.</p> <p>Internal Audit staff will also participate in the Fall Workshop of the</p>

**2012 Internal Audit Work Status Report  
As of August 2012**

	PROJECT	STATUS	COMMENTS
			Municipal Internal Auditors' Association (MIAA) and network with internal auditors from various municipalities.
10	"Marketing" of Internal Audit	Completed	Internal Audit participated in the Show Case of the City Manager's Leadership Conference.  Assistance was also given to the MIAA in developing a new web site to enhance the web presence of the Association.

File: AC\2012\2012 Work Plan Status Report Appendix 1 -Sept 5, 2012



# Corporate Report

Clerk's Files

Originator's  
Files

**DATE:** September 12, 2012

**TO:** Chair and Members of Audit Committee  
Meeting Date: September 24, 2012

**FROM:** Brenda B. Breault, MBA, CMA  
Commissioner of Corporate Services and Treasurer

**SUBJECT:** Revised Salary Administration and Job Evaluation Policies

AUDIT COMMITTEE

SEP 24 2012

**RECOMMENDATION:** That the revised Salary Administration Policy #01-04-02 and Job Evaluation Policy #01-01-04 attached as Appendix 1 and 3 to the Corporate Report dated September 12, 2012 from the Commissioner of Corporate Services and Treasurer, be approved.

## REPORT HIGHLIGHTS:

Revisions are being proposed to the following compensation related policies:

### 1. Salary Administration Policy

- Designating department heads authority to approve specific compensation decisions.
- Establishing a minimum supervisory salary differential.
- Clearly differentiating contract and permanent employee pay adjustment provisions.
- Amending performance management administrative practices related to disability.

### 2. Job Evaluation Policy

- Streamlining job evaluation administration process
- Ensuring regular maintenance and review of all City jobs
- Improving job classification controls.

**BACKGROUND:**

The revised Salary Administration and Job Evaluation Policies and related change recommendations have resulted from of business process reviews conducted by the Human Resources Division. These business process reviews involved study of compensation management “best practices”, benchmarking with other organizations and gathering input through focus groups with stakeholders. The reviews were conducted with the assistance of an external compensation management consultant.

**PRESENT STATUS:**

Within City budgetary limits, the objectives of these compensation related policies are to:

- Attract, retain and motivate competent staff.
- Treat employees fairly and equitably.
- Ensure consistent administration of salaries.
- Ensure City compliance with legislation.

The City’s Salary Administration and Job Evaluation Policies have been revised in an effort to create compensation management policies that better support the Corporation in meeting demands of the current business environment. The revised policies are attached as Appendix 1 – Salary Administration Policy and Appendix 3 – Job Evaluation Policy. The recommended policy revisions have gone through the Corporation’s standard policy review process and have been approved by the City’s Leadership Team. Charts which outline the policy changes are attached as Appendix 2 (Salary Administration Policy) and Appendix 4 (Job Evaluation Policy).

**COMMENTS:****Recommended Salary Administration Policy Changes**

The revised Salary Administration Policy includes changes that improve overall process controls and administrative efficiency; and enable the Corporation to more effectively respond to compensation related issues.

The Human Resources Division recommends Salary Administration Policy changes in the following areas:

## **1. Designating Department Head Authority To Approve Specific Compensation Decisions**

This revision involves removing some of the detailed terms and conditions in the current policy and replacing them with language that provides department heads, in consultation with their Human Resources Business Partner Managers, with discretion and flexibility to approve compensation adjustments of up to 5% within established salary ranges.

Department heads will be designed the authority to approve compensation adjustments of up to 5% within established salary ranges to address specific compensation issues currently arising within their departments including:

- Addressing salary compression and supervisory differential issues
- Critical staff retention
- Incenting staff to take on additional duties and responsibilities

This policy change enables departments to respond more quickly to emerging compensation issues affecting their businesses and also reduces the strain on corporate compensation resources.

## **2. Establishing a Minimum Supervisory Salary Differential**

The City's current supervisory salary differential policy language states: "A supervisor's salary may be adjusted up to 5% in order to achieve an appropriate differential". This language is ambiguous and neither consistently interpreted nor applied across the Corporation.

In the interests of fairness/equity and as a measure to relieve salary compression pressures it is proposed that a 5% supervisory salary differential be incorporated into City policy.

### **3. Clearly Differentiating Contract and Permanent Employee Pay Adjustment Provisions**

In 2009, the Ontario Legislature passed the *Employment Standards Amendment Act* to ensure temporary employees are being treated fairly. An implication of these amendments is increased risk of contract staff claiming entitlement to the full benefits of permanent employment should contract and permanent terms of employment in the workplace appear substantively the same.

Currently contract employees at the City simultaneously receive any economic adjustments approved by City Council for permanent staff. This includes contract employees who may have only recently commenced their contract assignment.

This policy change will remove eligibility references for contract employees relating to Economic Adjustment and PMP rewards approved for permanent staff. This change is intended to reduce the risk by more clearly differentiating terms of employment for contract and permanent staff employed at the City.

Legal staff has provided the Human Resources Division with an opinion which supports separating contract employees from the permanent employee programs for the general Economic Adjustment increase and recognition under the Performance Management Program.

It is proposed that salary increases for contract employees are reviewed, negotiated and granted at contract renewal and not linked to compensation management processes designed for permanent employees.

### **4. Amending Performance Management Administrative Practices Related to Disability**

The current salary administration policy does not require employees on modified duties for an extended period (i.e. greater than one year) to have performance appraisals based on a performance agreement which documents performance



expectations in their modified job. Instead, these employees receive a performance rating equivalent to the most recent performance rating received in their regular job.

The Human Resources Division proposes a policy change which requires development of a new performance agreement for employees on modified duties and rehabilitative employment based on the job duties they are currently performing.

The benefits of this policy change include:

- Managers will be able to properly assess performance of employees on modified work based on their actual current job duties.
- This change will support City compliance with the AODA (Accessibility for Ontarians with Disabilities Act) legislation. The AODA legislation requires a performance appraisal process take into account the accessibility needs of employees with disabilities, incorporating any individual accommodation plans.

**Recommended Job  
Evaluation Policy  
Changes**

The revised Job Evaluation (JE) policy includes housekeeping and administrative changes that will improve overall process controls and administrative efficiency; and are specifically designed to support the implementation of three following job evaluation administration changes:

**1. Streamlining Job Evaluation (JE) Administration Process**

The legacy Job Evaluation Committee involved significant City resources and administrative overhead with a staff committee of 12 employees. A new Streamlined Human Resources managed process will consume less staff resources and involve only two steps:

*Employee Interview* - This interview would include the employee (or representative in the case of multi-incumbent positions), their Manager, a HR representative from the department and a Compensation staff member. The interview/discussion would

focus on achieving common understanding of, and agreement on job functions, responsibilities, and requirements.

*Job Evaluation* - The position would then be evaluated by Compensation staff.

Note: An external Compensation Consultant would be used to evaluate all Human Resources Division jobs and Director and above level jobs.

## **2. Ensuring Regular JE Review of Jobs**

In the past, jobs were only brought forward for JE review when a job was newly created or it was felt that job responsibilities had changed to the extent that an upgrade might be justified.

The new JE maintenance process will be proactive, with all jobs reviewed on a regular cyclical basis to reflect any changes that may have occurred.

## **3. Improving Job Title Consistency**

A review of "best practices" identified improving "job title consistency" as an opportunity to enhance the Corporation's human resource and compensation management practices.

Consistent job titles are an essential part of a rational and defensible compensation management program. It is fundamental that a consistent job title apply to all jobs that entail similar duties and responsibilities wherever they may be found in the Corporation.

This job title standardization process will take place over the next few years and will be built into the regular JE maintenance process.

**FINANCIAL IMPACT:** There is no financial impact associated with the recommended policy changes other than the proposal to implement a minimum 5% pay differential between supervisors/managers and their highest paid direct report. It is proposed that this change be phased in over the next two

years based on semi-annual salary adjustments to those staff impacted. The estimated cost of this over the next 2 years based on existing staff is about \$92,000.

**CONCLUSION:**

The recommended Salary Administration Policy changes have been designed to position the Corporation to more quickly respond to and manage compensation issues arising from current business needs while maintaining the City's salary administration objectives, principles, integrity and standards.

A moratorium on job evaluation was established while the Corporation's compensation policies were under review. The moratorium will be lifted on January 1, 2013; subsequently we are recommending that the recommended policy changes take effect January 1, 2013.

**ATTACHMENTS:**

- Appendix 1: Revised Salary Administration Policy #01-04-02
- Appendix 2: Salary Administration Policy Comparison Chart
- Appendix 3: Revised Job Evaluation Policy #01-01-04
- Appendix 4: Job Evaluation Policy Comparison Chart



Brenda R. Breault, CMA MBA

Commissioner of Corporate Services and Treasurer

*Prepared By: Stephen Chan, Manager Strategic Total Rewards*

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TAB:	HUMAN RESOURCES
SECTION:	COMPENSATION
SUBJECT:	SALARY ADMINISTRATION

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**POLICY STATEMENT** The City of Mississauga strives for consistency in the application of wage adjustments. An employee's salary may be increased, decreased, or frozen as a result of one or more of the reasons detailed in this policy.

**PURPOSE** This policy identifies the terms and conditions under which salary changes may be enacted, and outlines how salary increases and decreases are calculated and processed.

**SCOPE** All permanent, full-time, salaried non-union employees are covered by this policy.

Wages for temporary non-union employees are established at time of hire or contract renewal by the hiring department, in consultation with the departmental Human Resources Business Partner Manager.

Part-time non-union wage rate schedules are established by Corporate Human Resources based on annual market review.

Union employees should refer to the terms of their particular collective agreement.

**ADMINISTRATION** This policy is administered by the departmental Human Resources Business Partner Managers, who are responsible for ensuring compliance at a departmental level. The Director of Human Resources is responsible for reviewing this policy on a regular basis to ensure consistency and adherence to legislated

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requirements and to monitor for compliance and consistency.

## Documentation

Departmental Human Resources staff are responsible for ensuring that applicable documentation for all salary changes is included in the employee's corporate file. The departmental Human Resources Business Partner Manager is responsible for documenting the basis upon which any salary change is determined and ensuring the rationale is included in the employee's corporate file.

## REASONS FOR SALARY ADJUSTMENTS

Employees' salaries may be increased, decreased, or frozen as a result of:

- 1- Market Rate Reviews (page 2)
- 2 - Economic Adjustments (page 3)
- 3 - Performance Increases (pages 3 - 6)
- 4 - Permanent Transfers (pages 6 - 8)
- 5 - Temporary Transfers (pages 8 - 9)
- 6 - Job Evaluations (pages 9 - 10)
- 7 - Critical Hires (page 10)
- 8 - Supervisory Differentials (page 10)
- 9 - Additional Duties and Responsibilities (pages 11- 12)
- 10 - Under-fill Situations (pages 12 - 13)
- 11 - Critical Retention Adjustments (page 13)

### 1. MARKET RATE REVIEWS

Market rates are monitored and reviewed by Compensation & Benefits on an ongoing basis. The salaries of appropriate municipal and regional governments which are comparable to the City of Mississauga, as well as other public sector and/or private sector organizations will be included in the review.

### 2. ECONOMIC ADJUSTMENT

#### Definition

An economic adjustment is a common percentage salary increase

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which is typically applied to the Corporation's salary structure, which may affect all permanent employees, including permanent, part-time employees. Economic adjustments may be applied to seasonal and/or temporary part-time salaries.

## Eligibility

Economic adjustments rates are established by Council, and reflect the external labour market and economic conditions. Economic adjustments are paid to eligible employees who are employed on the effective date of the increase as adopted by Council and, if the pay increase is granted on a retroactive basis, to:

- eligible employees who retired during the period of time covered by the increase;
- the estates of all deceased persons who were eligible and employed during the period of time covered by the increase; and
- eligible employees who have performed at an acceptable level as determined by the Divisional Director.

Employees are eligible for an economic adjustment provided their salary has not been frozen, or "red-circled", at a rate higher than the maximum salary for their job grade. Red-circled salaries will remain unchanged until they are within the range of the grade.

## Calculation

Once an economic adjustment has been established by Council, Compensation & Benefits initiates the applicable salary change for all eligible employees.

## 3. PERFORMANCE INCREASES

### Definition

A performance increase is an increase in salary to reward the employee's performance, and is based on a performance appraisal. Employees whose salaries are at the maximum of their salary range, and employees whose salaries have been frozen, are not eligible for performance increases.

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## Performance Appraisal

A performance appraisal is an assessment of the employee's performance over a calendar year, while actively at work.

Extended periods (over one year) of rehabilitative employment or modified duties are subject to a new performance appraisal, based on a new agreement. The performance appraisal process will take into account the accessibility needs of employees with disabilities, incorporating any individual accommodation plans.

## Annual Consideration of PMP Rewards

On an annual basis, the City of Mississauga's Leadership Team (LT) reviews the current economic climate, the budget situation and market data to determine a possible Performance Management Process (PMP) reward schedule. Any potential PMP reward decisions by the Leadership Team are not available until the current year's budget is approved by Council. This process occurs on an annual basis and does not guarantee a PMP payment or reward.

## Performance Increase Funding/Allocation

Funding for performance increases and lump-sum payments is determined annually through the budget process. The Leadership Team reviews the results of the performance appraisals for all staff and, if there are available funds, determines how the funds will be allocated. Eligible employees will receive performance increases or lump-sum payments, based upon their performance appraisal results, the Leadership Team's allocation schedule, and the rules for calculating a performance increase or lump-sum payment as established by this policy.

## Performance Lump-Sum Payment

A performance lump-sum payment is a one-time lump-sum payment made only to high-performance employees, as noted in their performance appraisals; and

- whose salaries are at the maximum of their salary range; or
- whose salaries are frozen above the maximum of their salary

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range; or

- whose performance increase results in a salary exceeding the maximum for the salary range. (In this case, the employee receives a salary increase to the maximum of the salary range; the remaining increase is paid as a performance lump-sum payment, which may not exceed the maximum lump-sum payment allowable.)

In the event of a lump sum payment being offered, employees may be given the option of converting all or part of their performance lump-sum payment to equivalent time off with pay in full-day increments. If the employee elects to take time off with pay, the time off must be taken prior to the end of the calendar year in which it was awarded, and cannot be carried over to the following year.

## Calculation of Individual Performance Increase/ Lump-Sum Payment

All employees are given a performance appraisal in January for the previous performance year (i.e. the calendar year, January - December). Any approved performance increase or lump-sum payment is based on this appraisal, and is applied to employees' salaries on a common salary adjustment date. An employee on probation whose probationary period will end after the common salary adjustment date will receive his or her performance increase upon successful completion of the probationary period. The performance increase in this case will be effective as of the common salary adjustment date. Refer to Corporate Policy and Procedure - Human Resources - Probation for more information on probationary periods.

## Performance Increase for Transferred Employee

Employees who are transferred, on either a permanent or temporary basis, during the performance year will be given a performance appraisal on transfer, for the period worked between January and the date of transfer, as well as a performance appraisal in January, for the period worked from the date of



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transfer to December 31. Their final performance rating, for reward purposes, will be a weighted average of the two ratings. The performance increase or lump-sum payment will be calculated using the employee's current salary and applied to the employee's current department at the time of any increase being awarded.

## Performance Increase if Employee Not Actively at Work for Full Year

Any employee performance increase or lump-sum payment will be pro-rated to reflect the actual number of months worked in the performance year if the employee was hired during the performance year, or was absent due to long-term disability or an unpaid leave of absence in excess of two months during the performance year. For pro-rating purposes, an employee who has commenced work on or before the 15<sup>th</sup> of the month will be credited with a full month of service.

An employee's performance increase or lump-sum payment will not be pro-rated due to any period of absence during the performance year as a result of vacation, short-term disability, a pregnancy leave, a parental leave, an assisted education leave, an unpaid personal leave of absence of two months or less, any paid leave of absence, or any period of performing modified duties or rehabilitative employment. In these cases, the employee will receive the full increase resulting from his or her performance appraisal.

## 4. PERMANENT TRANSFERS

### Definition

A permanent transfer includes:

- promotion;
- lateral transfer;
- lower-grade transfer;
- demotion; and
- redeployment.

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All salary changes as a result of a permanent transfer must be approved by the department head or designated director.

## Promotion

A promotion occurs when an employee accepts a new, permanent position at a higher salary grade than that previously held. A promotion warrants an increase of up to 10%, based on the employee's experience, knowledge, skills, and education. There must also be internal equity within the employee's peer group, department, and comparable work groups. The increase may be higher than 10% only if required to bring the employee to the minimum of the salary range or, to provide the appropriate supervisory differential.

## Permanent Lateral Transfer

A permanent lateral transfer occurs when an employee accepts a new, permanent position at the same salary grade as that previously held. On an exception basis, department heads may authorize up to a 5% salary increase within the salary range.

## Permanent Lower-Grade Transfer

A lower-grade transfer occurs when an employee voluntarily requests and accepts a new, permanent position at a lower salary grade than that previously held. The employee's salary for the new position will be either the maximum salary for the new grade, or the employee's current salary, whichever is less. A permanent lower-grade transfer may result in a decrease in salary.

## Demotion

An employee's inability to perform the duties of their position may result in a demotion. A demotion will take place only after the employee has been coached and provided with an opportunity to obtain the skills necessary to perform at the level required for the position. The manager/supervisor must consult with the Director of Human Resources or his/her designate and obtain the approval of the department head and the City Manager prior to an employee being demoted. The employee's salary for the new position will be either the maximum salary for the new grade, or

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the employee's current salary, whichever is less. A demotion may result in a decrease in salary.

## Redeployment

Redeployment occurs when an employee's position no longer exists, and the employee is transferred to another position at the same or lower grade. Employees will not be redeployed to positions at a higher grade. Redeployment to a position at the same grade is considered a lateral transfer. Redeployment will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.

Redeployment to a position at a lower grade warrants no increase in salary. If the employee's salary is higher than the maximum for the new, lower job grade, the employee's salary will be determined on a case-by-case basis.

## 5. TEMPORARY TRANSFERS

A temporary transfer includes:

- an acting assignment;
- a secondment; or
- a career development assignment.

Notes: Refer to Corporate Policy and Procedure - Human Resources - Temporary Transfers for definitions of these terms and information on the process for filling positions on a temporary transfer basis.

Temporary transfers will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.

An employee who is temporarily transferred will receive a salary increase, if warranted, for the duration of the assignment only when the assignment will continue for a period of more than 30 consecutive calendar days. Any increase will be determined on the same basis as a permanent transfer. On returning to regular

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duties, the employee will receive his or her former rate of pay, adjusted in accordance with the performance rating attained in the temporary position.

All salary changes as a result of a temporary transfer must be approved by the department head or designated director.

## 6. JOB EVALUATION

Compensation & Benefits are responsible for the Job Evaluation program. At the completion of a Job Evaluation, Compensation & Benefits will advise all relevant parties of the results of the review.

Employee's Salary is Less than the Minimum for the New Grade

An employee is eligible for a salary adjustment resulting from his or her job being upgraded on the condition that the employee's actual salary is less than the minimum of the new grade and the employee is fully qualified for the job.

When both of these conditions are met, the employee will receive a pay adjustment that places his or her salary at the minimum of the new grade.

If an employee is not fully qualified for the job, the functions or responsibilities that will not be required must be documented to the employee; there must be a plan in place to have the employee assume those duties over a reasonable period of time; and the situation must be reviewed within six months. (Refer to the "Under-fill Situations" section, number 10, below.)

Employee's Salary is Within the New Salary Range

If an employee's salary falls within the new salary range no changes to the employee's salary will be made.

Employee's Salary is Red-Circled at Higher than the Maximum for the New Grade

Employees whose salaries are red-circled above the maximum of the grade for their job are not eligible for economic adjustments or PMP increases.

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## 7. CRITICAL HIRES

A candidate for a position may be provided an offer of employment that contains a salary that is higher than the salary established for the position's grade level where there is the inability to attract candidates in the labour market with the specific skill or skills required for a critical role within that salary range.

Any requests to hire a candidate above maximum of the salary grade must be approved by the department head and City Manager, in consultation with the Director, Human Resources.

The employee's salary will be deemed to be at maximum of salary for the purposes of performance review. The employee will be entitled to the economic adjustment. The salaries of all employees that are above the maximum of the salary range will be reviewed on an annual basis.

## 8. SUPERVISORY DIFFERENTIAL

### Definition

Supervisory responsibility is defined as approving time and labour, finalizing PMP agreements/appraisals and, if applicable, supervising direct reports who perform a lead hand or group leader function.

With the exception of acting assignments there should be, at minimum, 5% between a management employee salary and that of his/her highest paid direct report. However, in situations where an employee is developing management skills or gaining supervisory experience, their salary may be no less than 5% below the salary of their highest paid direct report. Over a two year period the management salary will then be increased incrementally to at least 5% above their highest paid direct report, subject to acceptable performance and completion of development objectives.

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## Functional Guidance

“Functional guidance” is defined as the responsibility for coordinating work; training staff; advising and supporting staff in resolving problems and meeting work requirements; may include input into hiring (e.g. routine hiring decisions for part-time staff); involvement in minor disciplinary matters; and evaluation of part-time staff. The supervisory differential does not apply to “functional guidance” positions.

## 9. ADDITIONAL DUTIES AND RESPONSIBILITIES

An employee may receive additional compensation for performing duties and responsibilities for a temporary period which are significant in nature and which are in addition to those of his or her regular position. The amount of additional compensation may not exceed 5% of the employee's salary.

Additional duties and responsibilities increases must be determined in consultation with the applicable Human Resources Business Partner Manager and approved by the department head. The rationale for additional compensation must be documented and filed in the employee's corporate file.

Non-supervisory employees may also receive additional compensation when assigned significant additional duties which are supervisory in nature. The additional compensation must be approved by the department head.

The employee's manager and/or director, in consultation with the departmental Human Resources Business Partner Manager, will determine whether additional compensation is warranted and, if so, an appropriate percentage.

All of the following criterion to allow an adjustment for additional responsibilities must be met:

- the duration of the assignment may be a maximum of 1 year;

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and

- the employee must be performing duties that require a higher level of skill or responsibility than required by his or her regular position; and
- the additional responsibilities total over 20% of the job duties.

Additional compensation for temporary/short term additional duties and responsibilities, up to three months duration, must be processed by reporting the additional amount through weekly payroll transmissions, using a separate payroll entry and the appropriate payroll code. The additional amount cannot be added to the employee's base salary. It is the responsibility of the supervisor who approves payroll transmission to ensure appropriate usage of the code.

Adjustments for additional responsibilities for durations of three months to one year are added to the employee's base salary. It is the responsibility of the Human Resources Business Partner Manager to ensure the base salary is adjusted to the employee's regular salary at the end of the temporary period.

All compensation arrangements should be reviewed within six months and may not be continued beyond one year. Requests to extend the arrangement beyond one year must be approved by the applicable department head.

## 10 – UNDER-FILL SITUATIONS

If the employee is not able to perform key functions of the position, or to assume significant responsibilities of the position, and/or is in the process of fulfilling required qualifications, the salary increase may be less than that normally provided, and may be established at a rate which is below the salary range designated for the position. This is referred to as "under-fill" and can be subject to awarding of up to 10% below the minimum salary of

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the job grade which has been assigned for the position. Under no circumstances should the employee's new salary be less than his or her current salary.

The functions, responsibilities and/or qualifications that will not be required during the under-fill term must be documented for the employee; a plan must be in place to have the employee assume those duties over a reasonable period of time; and the situation must be reviewed within six months by the departmental Human Resources Business Partner Manager. Under-fill situations may not exceed a period of one year. Requests for exceptions must be reviewed by the Manager, Compensation & Benefits, and approved by the Manager, Strategic Total Rewards.

## 11 - CRITICAL RETENTION ADJUSTMENTS

Consideration will be given to adjusting an employee's salary for critical retention purposes only when one of the following conditions exists:

- the loss of the employee(s) having the particular skill(s) or performing the work:
  - would place the City at significant risk of failure to deliver program(s) or service(s), or
  - would result in significant replacement costs.

The applicable department head may authorize a salary increase of up to 5% within the salary range of the grade level when there is a potential loss of a key employee. Any increase that results in the salary being above the maximum of the salary range must be approved by the City Manager, in consultation with the Director of Human Resources.

## EXCEPTIONS

Exceptions to this policy may be made only on the approval of the applicable department head and the City Manager, in consultation with the Director, Human Resources.



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## REPORTING AND RECORDING SALARY ADJUSTMENTS

All salary changes must be reported and recorded in accordance with the procedures established for the Human Resources information system and/or the payroll system.

### REFERENCE:

AC-0007-2005 – 2005 05 11

Amended September, 2006 (Housekeeping – to include salary adjustments as a result of Job Evaluations)

### LAST REVIEW DATE:

April, 2006

### CONTACT:

For more information, contact the departmental Human Resources Business Partner Manager.

<b>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</b>	<b>Proposed Policy</b>	<b>Rationale</b>
<p><b>POLICY STATEMENT</b> The City of Mississauga strives for consistency in the application of wage adjustments. An employee's salary may be increased, decreased, or frozen as a result of the factors reasons detailed in this policy.</p> <ul style="list-style-type: none"> <li>• <del>a general economic adjustment;</del></li> <li>• <del>an annual performance appraisal;</del></li> <li>• <del>a permanent transfer to another position;</del></li> <li>• <del>a temporary transfer to another position on an acting or career development basis, or a secondment to a special project;</del></li> <li>• <del>a job evaluation;</del></li> <li>• <del>a market rate adjustment;</del></li> <li>• <del>a supervisory differential adjustment; or</del></li> <li>• <del>an adjustment to reflect the assignment of duties and responsibilities in addition to the employee's regular position.</del></li> </ul>	<p><b>POLICY STATEMENT</b> The City of Mississauga strives for consistency in the application of wage adjustments. An employee's salary may be increased, decreased, or frozen as a result of one or more of the reasons detailed in this policy.</p>	<p>Expanded on the "why" of the policy. The bullet points were moved from the Policy Statement to a separate "Reasons for Salary Adjustment" section.</p>
<p><b>PURPOSE</b> This policy identifies the terms and conditions under which salary changes may be enacted, and outlines how salary increases and decreases are calculated and processed.</p>	<p><b>PURPOSE</b> No Change</p>	
<p><b>SCOPE</b> All permanent, full-time, salaried non-union employees are covered by this policy.</p> <p>Wages for temporary non-union employees are established at time of hire or contract renewal by the</p>	<p><b>SCOPE</b> No Change.</p> <p>Wages for temporary non-union employees are established at time of hire or contract renewal by</p>	

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<b>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</b>	<b>Proposed Policy</b>	<b>Rationale</b>
<p>hiring department, in consultation with the departmental Human Resources Business Partner Manager, <del>and may be adjusted annually or on contract renewal. General economic increases are applied in accordance with the provisions of this policy. If the employee is working under a written contract which specifies how wage adjustments will be made, the written contract will apply.</del></p> <p><del>Part-time non-union employees are covered by the general Economic Adjustment section of this policy. Any other part-time non-union wage adjustments are made in accordance with rate schedules are established by Corporate Human Resources based on annual market review. and approved by Council. Wages are adjusted only if the rate schedule changes.</del></p> <p>Union employees should refer to the terms of their particular collective agreement.</p>	<p>the hiring department, in consultation with the departmental Human Resources Business Partner Manager.</p> <p>Part-time non-union rate schedules are established by Corporate Human Resources based on annual market review.</p> <p>No Change.</p>	<p>The revised wording provides more separation between how contract and permanent staff are administered. Contract employees will receive the economic adjustment on renewal of their contract.</p> <p>The statement regarding part-time employees and the economic adjustment was removed. Treatment of part-time employees is clarified in the Economic Adjustment section of the policy.</p>
<p><b>Exceptions to Policy</b>  <del>Exceptions to this policy may be made only on the approval of the department head and the City Manager, in consultation with the Director of Human Resources. Requests to make a salary adjustment not provided for by this policy must be made in writing to the department head and must include a detailed rationale. All requests must be</del></p>		<p>This information has been moved to the end of the policy, with some revision.</p>

<b><i>Deletions and additions from Current Policy: Highlighted text reflects additions to the policy; strikeouts = deletions</i></b>	<b><i>Proposed Policy</i></b>	<b><i>Rationale</i></b>
<del>reviewed by the Director of Human Resources prior to being forwarded to the City Manager.</del>		
<b>ADMINISTRATION of Policy</b> This policy is administered <del>on a departmental level</del> by the <del>department's Manager,</del> departmental Human Resources Business Partner Managers, who <del>is</del> are responsible for ensuring compliance at a departmental level. <del>To ensure fairness and equity at a corporate level,</del> The Director of Human Resources is responsible for reviewing <del>all changes made to salaries on at least an annual basis, and reporting to the Leadership Team on all salary changes, other than general economic adjustments</del> this policy on a regular basis to ensure consistency and adherence to legislated requirements and to monitor for compliance and consistency.	<b>ADMINISTRATION</b> This policy is administered by the departmental Human Resources Business Partner Managers, who are responsible for ensuring compliance at a departmental level. The Director of Human Resources is responsible for reviewing this policy on a regular basis to ensure consistency and adherence to legislated requirements and to monitor for compliance and consistency.	Minor wording changes to update position titles. The Director's responsibility has been updated to reflect current practices.
<b>Documentation</b> Departmental Human Resources staff are responsible for ensuring that applicable documentation for all salary changes is included in the employee's corporate file. The departmental Human Resources Business Partner Manager is responsible for documenting the basis upon which any salary change is determined and ensuring the rationale is included in the employee's corporate file.	<b>Documentation</b> Departmental Human Resources staff are responsible for ensuring that applicable documentation for all salary changes is included in the employee's corporate file. The departmental Human Resources Business Partner Manager is responsible for documenting the basis upon which any salary change is determined and ensuring the rationale is included in the employee's corporate file.	Documentation requirements have been consolidated into one section instead of repeating the same information in numerous sections throughout.

<i>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</i>	<i>Proposed Policy</i>	<i>Rationale</i>
<p><b>REASONS FOR SALARY ADJUSTMENTS</b> Employees' salaries may be increased, decreased, or frozen as a result of:</p> <ul style="list-style-type: none"> <li>1- Market Rate Reviews (pages 2 - 3)</li> <li>2 - Economic Adjustments (page 3)</li> <li>3 - Performance Increases (pages 4 - 6)</li> <li>4 - Permanent Transfers (pages 7 - 8)</li> <li>5 - Temporary Transfers (page 9)</li> <li>6 - Job Evaluations (pages 9 - 10)</li> <li>7 - Critical Hire (page 11)</li> <li>8 - Supervisory Differentials (pages 11 - 12)</li> <li>9 - Additional Duties and Responsibilities (pages 12- 14)</li> <li>10 - Under-fill Situations (page 14)</li> <li>11 - Critical Retention Adjustments (pages 14 - 15)</li> </ul>	<p><b>REASONS FOR SALARY ADJUSTMENTS</b> Employees' salaries may be increased, decreased, or frozen as a result of:</p> <ul style="list-style-type: none"> <li>1- Market Rate Reviews (pages 2 )</li> <li>2 - Economic Adjustments (page 3)</li> <li>3 - Performance Increases (pages 3 - 6)</li> <li>4 - Permanent Transfers (pages 6 - 8)</li> <li>5 - Temporary Transfers (page 8 - 9)</li> <li>6 - Job Evaluations (pages 9 - 10)</li> <li>7 - Critical Hire (page 10)</li> <li>8 - Supervisory Differentials (pages 10 - 11)</li> <li>9 - Additional Duties and Responsibilities (pages 11- 13)</li> <li>10 - Under-fill Situations (page 14)</li> <li>11 - Critical Retention Adjustments (pages 14 -15)</li> </ul>	<p>Policy restructured to better articulate reasons for adjustments. Also:</p> <ul style="list-style-type: none"> <li>1) "General economic adjustment" has been replaced throughout the policy with "Economic Adjustment", as the increase may not apply across the board.</li> <li>2) the "Under-fill" section contains information previously contained in the Permanent Transfers - Lower-Grade Transfers section; and</li> <li>3) the "Critical Retention" information was previously contained in the Market Rate Reviews section (now a separate section.)</li> </ul>
<p><b>1. MARKET RATE REVIEWS</b> Market rates are monitored and reviewed by Compensation &amp; Benefits on an ongoing basis. The salaries of appropriate municipal and regional governments which are comparable to the City of Mississauga, as well as other public sector and/or private sector organizations, will be included in the review.</p>	<p><b>1. MARKET RATE REVIEWS</b> Market rates are monitored and reviewed by Compensation &amp; Benefits on an ongoing basis. The salaries of appropriate municipal and regional governments which are comparable to the City of Mississauga, as well as other public sector and/or private sector organizations, will be included in the review.</p>	<p>New section to briefly outline the process for Compensation &amp; Benefits to monitor market rates on an ongoing basis.</p>
<p><b><del>GENERAL</del> 2. ECONOMIC ADJUSTMENT Definition</b> An <del>general</del> economic adjustment is a common percentage salary increase which is typically applied to the Corporation's salary structure, which may</p>	<p><b>2. ECONOMIC ADJUSTMENT Definition</b> An economic adjustment is a common percentage salary increase which is typically applied to the Corporation's salary structure, which may affect</p>	<p>Clarified that permanent part-time employees are treated the same as permanent full-time employees with respect to the economic adjustment,</p>

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affect <del>either all permanent employees, or employees in a specific job grade</del> including permanent, part-time employees. Economic adjustments may be applied to seasonal and/or temporary part-time salaries.	all permanent employees, including permanent, part-time employees. Economic adjustments may be applied to seasonal and/or temporary part-time salaries.	whereas seasonal and/or temporary part-time may not be. Added "permanent" for clarity, as the intent is also that the economic adjustments will not be automatically applied to contract positions. Each contract salary is negotiated independently upon contract renewal.
<p><b>Eligibility</b> General Economic adjustments rates are established by Council, and reflect <del>changes in</del> the external labour market and economic conditions. General Economic <del>increases</del> adjustments are paid to eligible employees who are employed on the effective date of the increase as adopted by Council and, if the pay increase is granted on a retroactive basis, to:</p> <ul style="list-style-type: none"> <li>• eligible employees who retired during the period of time covered by the increase; and</li> <li>• the estates of all deceased persons who were eligible and employed during the period of time covered by the increase; and</li> <li>• eligible employees who have performed at an acceptable level as determined by the Divisional Director.</li> </ul> <p>Employees are eligible for an economic <del>increase</del> adjustment provided their salary has not been frozen, or "red-circled", at a rate higher than the maximum salary for their job grade. Red-circled salaries will</p>	<p><b>Eligibility</b> Economic adjustments rates are established by Council, and reflect the external labour market and economic conditions. Economic adjustments are paid to eligible employees who are employed on the effective date of the increase as adopted by Council and, if the pay increase is granted on a retroactive basis, to:</p> <ul style="list-style-type: none"> <li>• eligible employees who retired during the period of time covered by the increase;</li> <li>• the estates of all deceased persons who were eligible and employed during the period of time covered by the increase; and</li> <li>• eligible employees who have performed at an acceptable level as determined by the Divisional Director.</li> </ul> <p>Employees are eligible for an economic adjustment provided their salary has not been frozen, or "red-circled", at a rate higher than the maximum salary for their job grade. Red-circled</p>	<p>The first sentence was moved from the preceding section as it relates to how economic adjustment rates are established. The last bullet was added to clarity that the economic adjustment may be withheld if the employee's performance is not acceptable.</p> <p>Included the meaning of "red-circled" where it is first used in the policy.</p>

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remain unchanged until they are within the range of the grade.	salaries will remain unchanged until they are within the range of the grade.	
<b>Calculation</b> Once an <del>general</del> economic adjustment has been established by Council, <del>the departmental Manager, Human Resources,</del> Compensation & Benefits initiates the applicable salary change for all eligible employees.	<b>Calculation</b> Once an economic adjustment has been established by Council, Compensation & Benefits initiates the applicable salary change for all eligible employees.	Compensation & Benefits is responsible for uploading changes to employees' records.
<b>3. PERFORMANCE INCREASES</b> <b>Performance Increase Definition</b> A performance increase is an increase in salary to reward the employee's performance, and is based on a performance appraisal. Employees whose salaries are at the maximum of their salary range, and employees whose salaries have been frozen, are not eligible for performance increases.	<b>3. PERFORMANCE INCREASES</b> <b>Definition</b> No Change.	Rearranged sections for consistency and flow of information. This section renamed "Definition".
<b>Performance Appraisal</b> A performance appraisal is an assessment of the employee's performance over a calendar year, while actively at work. <del>If the employee has been absent for the full performance year, the performance appraisal will be based on the employee's most recent history.</del>  Extended periods (over one year) of rehabilitative employment or modified duties are <del>not</del> subject to a	<b>Performance Appraisal</b> A performance appraisal is an assessment of the employee's performance over a calendar year, while actively at work.  Extended periods (over one year) of rehabilitative employment or modified duties are subject to a	Revised to facilitate employees on modified duties to ensure they are being appraised on current performance if they are on a long-term program (over one year). The employee will be appraised

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new performance appraisal, based on a new agreement. <del>Employees in this situation will receive a performance rating based on the employee's most recent history in his or her regular position.</del> The performance appraisal process will take into account the accessibility needs of employees with disabilities, incorporating any individual accommodation plans.	new performance appraisal, based on a new agreement. The performance appraisal process will take into account the accessibility needs of employees with disabilities, incorporating any individual accommodation plans.	based on a new performance management agreement. Included an accessibility statement in order to comply with the requirements of the <i>Accessibility for Ontarians With Disabilities Act</i> , specifically the Integrated Accessibility Standards Regulation (IASR).
<b>Annual Consideration of PMP Rewards</b> On an annual basis, the City of Mississauga's Leadership Team (LT) reviews the current economic climate, the budget situation and market data to determine a possible Performance Management Process (PMP) reward schedule. Any potential PMP reward decisions by the Leadership Team are not available until the current year's budget is approved by Council. This process occurs on an annual basis and does not guarantee a PMP payment or reward.	<b>Annual Consideration of PMP Rewards</b> On an annual basis, the City of Mississauga's Leadership Team (LT) reviews the current economic climate, the budget situation and market data to determine a possible Performance Management Process (PMP) reward schedule. Any potential PMP reward decisions by the Leadership Team are not available until the current year's budget is approved by Council. This process occurs on an annual basis and does not guarantee a PMP payment or reward.	Section added to explain the process for determining rewards and to reiterate that every eligible employee will not automatically receive a performance appraisal reward.
<b>Performance Increase Funding/Allocation</b> <del>An amount of</del> Funding for performance increases and lump-sum payments is <del>established</del> determined annually through the budget process. The Leadership Team reviews the results of the performance appraisals for all staff, and, if there are available funds, determines how the <del>available</del> funds will be allocated. Eligible employees will receive performance increases or lump-sum payments, based	<b>Performance Increase Funding/Allocation</b> Funding for performance increases and lump-sum payments is determined annually through the budget process. The Leadership Team reviews the results of the performance appraisals for all staff and, if there are available funds, determines how the funds will be allocated. Eligible employees will receive performance increases or lump-sum payments, based upon their	Clarified that funds for performance increases may not be available every year.



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upon their performance appraisal results, the Leadership Team's allocation schedule, and the rules for calculating a performance increase or lump-sum payment as established by this policy.	performance appraisal results, the Leadership Team's allocation schedule, and the rules for calculating a performance increase or lump-sum payment as established by this policy.	
<p><b>Performance Lump-Sum Payment</b> A performance lump-sum payment is a one-time lump-sum payment made only to high-performance employees, as noted in their performance appraisals; and</p> <ul style="list-style-type: none"> <li>• whose salaries are at the maximum of their salary range; or</li> <li>• whose salaries are frozen above the maximum of their salary range; or</li> <li>• whose performance increase results in a salary exceeding the maximum for the salary range. (In this case, the employee receives a salary increase to the maximum of the salary range; the remaining increase is paid as a performance lump-sum payment, which may not exceed the maximum lump-sum payment allowable.)</li> </ul> <p>In the event of a lump sum payment being offered, employees may be given the option of converting all or part of their performance lump-sum payment to equivalent time off with pay in full-day increments. If the employee elects to take time off with pay, the time off must be taken prior to the end of the calendar year in which it was awarded, and cannot be carried over to the following year.</p>	<p><b>Performance Lump-Sum Payment</b> No Change.</p> <p>No Change.</p> <ul style="list-style-type: none"> <li>• whose salaries are frozen above the maximum of their salary range; or</li> </ul> <p>No Change</p> <p>In the event of a lump sum payment being offered, employees may be given the option of converting all or part of their performance lump-sum payment to equivalent time off with pay in full-day increments. If the employee elects to take time off with pay, the time off must be taken prior to the end of the calendar year in which it was awarded, and cannot be carried over to the</p>	<p>Wording added for clarity.</p> <p>Wording added for clarity.</p>

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	following year.	
<p><b>Calculation of Individual Performance Increase/ Lump-Sum Payment</b></p> <p>All employees are given a performance appraisal in January for the previous performance year (i.e. the calendar year, January - December). <del>The Any</del> approved performance increase or lump-sum payment is based on this appraisal, and is applied to employees' salaries on a common salary adjustment date. <del>An probationary</del> employee on probation whose probationary period will end after the common salary adjustment date will receive his or her performance increase upon successful completion of the probationary period. The performance increase in this case will be effective as of the common salary adjustment date. Refer to Corporate Policy and Procedure - Human Resources - Probation for more information on probationary periods.</p>	<p><b>Calculation of Individual Performance Increase/ Lump-Sum Payment</b></p> <p>All employees are given a performance appraisal in January for the previous performance year (i.e. the calendar year, January - December). Any approved performance increase or lump-sum payment is based on this appraisal, and is applied to employees' salaries on a common salary adjustment date. An employee on probation whose probationary period will end after the common salary adjustment date will receive his or her performance increase upon successful completion of the probationary period. The performance increase in this case will be effective as of the common salary adjustment date. Refer to Corporate Policy and Procedure - Human Resources - Probation for more information on probationary periods.</p>	<p>Minor wording changes for clarity. No change to intent.</p>
<p><b>Performance Increase for Transferred Employee</b></p> <p>Employees who are transferred, on either a permanent or temporary basis, during the performance year will be given a performance appraisal on transfer, for the period worked between January and the date of transfer, as well as a performance appraisal in January, for the period worked from the date of transfer to December 31.</p>	<p><b>Performance Increase for Transferred Employee</b></p> <p>Employees who are transferred, on either a permanent or temporary basis, during the performance year will be given a performance appraisal on transfer, for the period worked between January and the date of transfer, as well as a performance appraisal in January, for the period worked from the date of transfer to</p>	<p>Minor wording changes for clarity. No change to intent.</p>

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Their final performance rating, for reward purposes, will be a weighted average of the two ratings. The performance increase or lump-sum payment will be calculated using the employee's current salary and applied to the employee's current department at the time of the any increase being awarded.	December 31. Their final performance rating, for reward purposes, will be a weighted average of the two ratings. The performance increase or lump-sum payment will be calculated using the employee's current salary and applied to the employee's current department at the time of any increase being awarded.	
<p><b>Performance Increase if Employee Not Actively at Work for Full Year</b></p> <p>An employee's performance increase or lump-sum payment will be pro-rated to reflect the actual number of months worked in the performance year if the employee was hired during the performance year, or was absent due to long-term disability or an unpaid leave of absence in excess of two months during the performance year. For pro-rating purposes, an employee who has worked at least half of the available working days in the month commenced work on or before the 15<sup>th</sup> of the month will be credited with a full month of service. <del>For an unpaid leave of absence in excess of two months, pro-rating will apply only to the portion of the absence that exceeds two months. Corporate Compensation &amp; Benefits staff will ensure the salary increase is applied appropriately.</del></p> <p>An employee's performance increase or lump-sum payment will be not be pro-rated due to any period of absence during the performance year as a result of vacation, short term disability, a pregnancy leave, a</p>	<p><b>Performance Increase if Employee Not Actively at Work for Full Year</b></p> <p>Any employee performance increase or lump-sum payment will be pro-rated to reflect the actual number of months worked in the performance year if the employee was hired during the performance year, or was absent due to long-term disability or an unpaid leave of absence in excess of two months during the performance year. For pro-rating purposes, an employee who has commenced work on or before the 15<sup>th</sup> of the month will be credited with a full month of service.</p> <p>No Change</p>	Change made to clarify the exact date in the month when work must have commenced in order for pro-rating of any increase. The remaining text is administrative detail that isn't required in the policy.

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parental leave, an assisted education leave, an unpaid personal leave of absence of two months or less, any paid leave of absence, or any period of performing modified duties or rehabilitative employment. In these cases, the employee will receive the full increase resulting from his or her performance appraisal.		
<b>4. PERMANENT TRANSFERS</b> A permanent transfer includes: <ul style="list-style-type: none"> <li>• promotion;</li> <li>• lateral transfer;</li> <li>• lower-grade transfer;</li> <li>• demotion; and</li> <li>• redeployment.</li> </ul> All salary changes as a result of a permanent transfer must be approved by the department head or designated director. <del>The departmental Manager, Human Resources is responsible for documenting on the Employee Placement Form the basis upon which the salary increase is determined and ensuring the rationale is included in the employee's file.</del>	<b>4. PERMANENT TRANSFERS</b> A permanent transfer includes: <ul style="list-style-type: none"> <li>• promotion;</li> <li>• lateral transfer;</li> <li>• lower-grade transfer</li> <li>• demotion; and</li> <li>• redeployment.</li> </ul> All salary changes as a result of a permanent transfer must be approved by the department head or designated director.	Included demotion as a separate bullet. This was previously part of the permanent lower grade transfer section.  Moved documentation information to the Documentation section.
<b>Promotion</b> A promotion occurs when an employee accepts a new, permanent position at a higher salary grade than that previously held. A promotion warrants an increase of <del>between 5% and up to 10%</del> based on the employee's experience, knowledge, skills, and education. There must also be internal equity within	<b>Promotion</b> A promotion occurs when an employee accepts a new, permanent position at a higher salary grade than that previously held. A promotion warrants an increase of up to 10%, based on the employee's experience, knowledge, skills, and education. There must also be internal equity	The removal of the minimum increase (5%) provides departments with greater flexibility. The language regarding experience, etc. was previously contained in the Salary Adjustment Principles section, which has been

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the employee's peer group, department, and comparable work groups. The increase may be higher than 10% only if required to bring the employee to the minimum of the salary range or to provide the appropriate supervisory differential and <del>will be determined according to the salary adjustment principles outlined below.</del>	within the employee's peer group, department, and comparable work groups. The increase may be higher than 10% only if required to bring the employee to the minimum of the salary range or to provide the appropriate supervisory differential.	deleted.
<b>Permanent Lateral Transfer</b> A permanent lateral transfer occurs when an employee accepts a new, permanent position at the same salary grade as that previously held. <del>A lateral transfer warrants an increase of between 0% and 3% and will be determined according to the salary adjustment principles outlined below.</del> On an exception basis, department heads may authorize up to a 5% salary increase within the salary range.	<b>Permanent Lateral Transfer</b> A permanent lateral transfer occurs when an employee accepts a new, permanent position at the same salary grade as that previously held. On an exception basis, department heads may authorize up to a 5% salary increase within the salary range.	A lateral transfer to the same salary grade will no longer involve a salary increase. Previously, under the Salary Adjustment Principles, consideration of a 0-3% increase was being given for a lateral transfer to a position with a minimum 70 Job Evaluation point difference from the current position. Now all positions in the same grade will be in the same salary range, as per accepted compensation practices. Department heads will have discretion to approve a 5% increase within salary range in extenuating circumstances.
<b>Permanent Lower-Grade Transfer</b> A lower-grade transfer occurs when an employee voluntarily requests and accepts a new, permanent position at a lower salary grade than that previously held. <del>or when an employee is demoted due to the employee's inability to perform the duties of the</del>	<b>Permanent Lower-Grade Transfer</b> A lower-grade transfer occurs when an employee voluntarily requests and accepts a new, permanent position at a lower salary grade than that previously held. The employee's salary for the new position will be either the maximum	The information on demotions was removed and moved to the new

<i>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</i>	<i>Proposed Policy</i>	<i>Rationale</i>
<p><del>position. Demotion will take place only after the employee has been counselled and provided with an opportunity to obtain the skills necessary to perform at the required level. No employee will be demoted without consultation with the Director of Human Resources or designate and the prior approval of the department head and the City Manager. A lower-grade transfer warrants no increase. The employee's salary for the new position will be either the maximum salary for the new grade, or the employee's current salary, whichever is less. A permanent lower-grade transfer may result in a decrease in salary.</del></p>	<p>salary for the new grade, or the employee's current salary, whichever is less. A permanent lower-grade transfer may result in a decrease in salary.</p>	<p>"Demotion" section.</p>
<p><b>Demotion</b>  <del>or when an employee is demoted due to the</del> An employee's inability to perform the duties of their position may result in a demotion. A demotion will take place only after the employee has been <del>counselled</del> coached and provided with an opportunity to obtain the skills necessary to perform at the <del>required</del> level required for the position. <del>No employee will be demoted without consultation.</del> The manager/supervisor must consult with the Director of Human Resources or his/her designate and obtain the <del>prior</del> approval of the department head and the City Manager prior to an employee being demoted. <del>A lower-grade transfer warrants no increase.</del> The employee's salary for the new position will be either the maximum salary for the new grade, or the</p>	<p><b>Demotion</b>  An employee's inability to perform the duties of their position may result in a demotion. A demotion will take place only after the employee has been coached and provided with an opportunity to obtain the skills necessary to perform at the level required for the position. The manager/supervisor must consult with the Director of Human Resources or his/her designate and obtain the approval of the department head and the City Manager prior to an employee being demoted. The employee's salary for the new position will be either the maximum salary for the new grade, or the employee's current salary, whichever is less. A demotion may result in a decrease in salary.</p>	<p>Created a new subsection within Permanent Transfers for demotion. The previous language was revised for clarity.</p>

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employee's current salary, whichever is less. A demotion may result in a decrease in salary.		
<p><b>Redeployment</b>  Redeployment occurs when an employee's position no longer exists, and the employee is transferred to another position at the same or lower grade. Employees will not be redeployed to positions at a higher grade. Redeployment to a position at the same grade is considered a lateral transfer. <del>and may warrant an increase of between 0% and 3%. The increase will be determined according to the salary adjustment principles outlined below.</del>  Redeployment will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.</p> <p>Redeployment to a position at a lower grade warrants no increase in salary. If the employee's salary is higher than the maximum for the new, lower job grade, the employee's salary will be <del>frozen until it is within the range of the lower grade</del> determined on a case-by-case basis.</p>	<p><b>Redeployment</b>  Redeployment occurs when an employee's position no longer exists, and the employee is transferred to another position at the same or lower grade. Employees will not be redeployed to positions at a higher grade. Redeployment to a position at the same grade is considered a lateral transfer. Redeployment will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.</p> <p>Redeployment to a position at a lower grade warrants no increase in salary. If the employee's salary is higher than the maximum for the new, lower job grade, the employee's salary will be determined on a case-by-case basis.</p>	<p>Included an accessibility statement in order to comply with the requirements of the <i>Accessibility for Ontarians With Disabilities Act</i>, specifically the Integrated Accessibility Standards Regulation (IASR).</p> <p>Redeployment to the same salary grade will no longer involve a salary increase. Previously, under the Salary Adjustment Principles, consideration of a 0-3% increase was being given for redeployment to a position with a minimum 70 Job Evaluation point difference from the current position. Now all positions in the same grade will be in the same salary range, as per accepted compensation practices. Redeployment to a lower grade where there is a considerable difference in salary may warrant a decrease in salary, with proper notification, and will be determined on a case-by-case basis.</p>
<p><b>Salary Adjustment Principles</b>  <del>Where a salary increase is warranted, as noted</del></p>		<p>This section has been deleted and the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> bullets incorporated into</p>

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<p>above, the employee's manager and/or director, in consultation with the departmental Manager, Human Resources, will determine an appropriate salary for the new position based on the following salary adjustment principles:</p>		<p>the Promotion section, as the salary adjustment principles only apply to situations that result in a salary increase. The first bullet no longer applies as the Job Evaluation program has undergone revision, resulting in this bullet no longer being applicable.</p>
<ul style="list-style-type: none"> <li>● <del>Consideration must be given to the complexity or degree of additional responsibilities which will be assumed in the new position. In the case of lateral transfers, the employee must be moving to a new position which has at least 70 Job Evaluation points more than the position currently held to be eligible for an increase.</del></li> <li>● <del>The employee's experience, knowledge, skills, and education must be considered.</del></li> <li>● <del>There must be equity within the employee's peer group, department, and comparable work groups.</del></li> <li>● <del>Consideration should be given to the need to maintain an appropriate supervisory differential and to the market influences related to the particular position. The new salary may be above the salary range designated for the position only when necessary to allow for an appropriate supervisory differential or for a market rate adjustment.</del></li> <li>- <del>If the employee is not able to perform key functions of the position, or to assume</del></li> </ul>		

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<p>significant responsibilities of the position, the salary increase may be less than that normally provided, and may be established at a rate which is below the salary range designated for the position. Under no circumstances should the employee's new salary be less than his or her current salary. The functions, or responsibilities that will not be required must be documented for the employee; a plan must be in place to have the employee assume those duties over a reasonable period of time; and the situation must be reviewed within six months.</p>		
<p><b>5. TEMPORARY TRANSFERS</b> A temporary transfer includes:</p> <ul style="list-style-type: none"> <li>• an acting assignment;</li> <li>• a secondment; or</li> <li>• a career development assignment.</li> </ul> <p>Notes: Refer to Corporate Policy and Procedure - Human Resources - Temporary Transfers for definitions of these terms and information on the process for filling positions on a temporary transfer basis. Temporary transfers will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.</p> <p>An employee who is temporarily transferred will</p>	<p><b>5. TEMPORARY TRANSFERS</b> No Change.</p> <p>Temporary transfers will take into account the accessibility needs of any employee with a disability, incorporating any individual accommodation plan.</p> <p>An employee who is temporarily transferred will</p>	<p>Included an accessibility statement in order to comply with the requirements of the <i>Accessibility for Ontarians With Disabilities Act</i>, specifically the Integrated Accessibility Standards Regulation (IASR).</p> <p>Minor wording changes for clarity.</p>

<b><i>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</i></b>	<b><i>Proposed Policy</i></b>	<b><i>Rationale</i></b>
<p>receive a salary increase, if warranted, for the duration of the assignment <u>only</u> when the assignment will continue for a period of more than 30 consecutive calendar days. <del>The Any increase will be determined on the same basis as a permanent transfer. using the same salary adjustment principles.</del> On returning to regular duties, the employee will receive his or her former rate of pay, adjusted in accordance with the performance rating attained in the temporary position.</p> <p>All salary changes as a result of a temporary transfer must be approved by the department head or designated director. <del>The departmental Manager, Human Resources is responsible for documenting on the Employee Placement Form the basis upon which the salary increase is determined and ensuring the rationale is included in the employee's file.</del></p>	<p>receive a salary increase, if warranted, for the duration of the assignment <u>only</u> when the assignment will continue for a period of more than 30 consecutive calendar days. Any increase will be determined on the same basis as a permanent transfer. On returning to regular duties, the employee will receive his or her former rate of pay, adjusted in accordance with the performance rating attained in the temporary position.</p> <p>All salary changes as a result of a temporary transfer must be approved by the department head or designated director.</p>	<p>Removed the reference to salary adjustment principles as this is no longer a stand-alone section but has been incorporated into the Promotions section.</p> <p>Minor wording changes for clarity. Moved documentation information to the Documentation section.</p>
<p><b>6. JOB EVALUATION</b>  <del>All salary changes as a result of a job evaluation must be approved by the applicable department head or designated director.</del>            Compensation &amp; Benefits are responsible for the Job Evaluation program. At the completion of a Job Evaluation, Compensation &amp; Benefits will advise all relevant parties of the results of the review.</p> <p><del>The departmental Manager, Human Resources is responsible for ensuring that appropriate</del></p>	<p><b>6. JOB EVALUATION</b></p> <p>Compensation &amp; Benefits are responsible for the Job Evaluation program. At the completion of a Job Evaluation, Compensation &amp; Benefits will advise all relevant parties of the results of the review.</p>	<p>Wording revised to align with the Job Evaluation policy, as revised.</p> <p>Documentation information moved to the Documentation section.</p>

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<i>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</i>	<i>Proposed Policy</i>	<i>Rationale</i>
If an employee's salary falls within the new salary range no changes to the employee's salary will be made.	No Change.	
<p><b>Employee's Salary is Red-Circled at Higher than the Maximum for the New Grade</b>  Employees whose salaries are red-circled above the maximum of the grade for their job will be "red-circled"; are not eligible for economic adjustments or PMP increases.</p> <p><del>Red circled employees will have their salaries frozen for a period of five years from the date of the decision. Thereafter, their salaries will be reduced to the maximum of the salary grade for their particular job.</del></p>	<p><b>Employee's Salary is Red-Circled at Higher than the Maximum for the New Grade</b>  Employees whose salaries are red-circled above the maximum of the grade for their job are not eligible for economic adjustments or PMP increases.</p>	<p>Clarified that "red-circled" employees are not eligible for the economic adjustment.</p> <p>The practice is to freeze salaries until they are within the range of the job but not to reduce them. This is consistent with the philosophy used for Job Evaluation, whereby an employee's salary is not reduced, but is "red-circled", where applicable.</p>
<p><b>7. CRITICAL HIRES</b>  A candidate for a position may be provided an offer of employment that contains a salary that is higher than the salary established for the position's grade level where there is the inability to attract candidates in the labour market with the specific skill or skills required for a critical role within that salary range.</p> <p>Any requests to hire a candidate above maximum of the salary grade must be approved by the department</p>	<p><b>7. CRITICAL HIRES</b>  A candidate for a position may be provided an offer of employment that contains a salary that is higher than the salary established for the position's grade level where there is the inability to attract candidates in the labour market with the specific skill or skills required for a critical role within that salary range.</p> <p>Any requests to hire a candidate above maximum of the salary grade must be approved by the department head and City Manager, in</p>	<p>New section to outline the approval process for a critical hire. This scenario was previously not addressed in the policy.</p>

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## Salary Administration - Comparison of Current and Proposed Policy

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<i>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</i>	<i>Proposed Policy</i>	<i>Rationale</i>
<p>head and City Manager, in consultation with the Director, Human Resources</p> <p>The employee's salary will be deemed to be at maximum of salary for the purposes of performance review. The employee will be entitled to the economic adjustment. The salaries of all employees that are above the maximum of the salary range will be reviewed on an annual basis.</p>	<p>consultation with the Director, Human Resources</p> <p>The employee's salary will be deemed to be at maximum of salary for the purposes of performance review. The employee will be entitled to the economic adjustment. The salaries of all employees that are above the maximum of the salary range will be reviewed on an annual basis.</p>	
<p><b>MARKET RATE ADJUSTMENT</b></p> <p><del>An employee may be compensated at market rate, rather than in accordance with the salary established for the position's grade level, when there is a substantial discrepancy between the market rates for a position and the established rate of pay, which results in the loss of key employees and/or the inability to attract qualified applicants.</del></p>		<p>The Market Rate Adjustment sections have been replaced with the Market Rate Review section, number one in the list of reasons for salary adjustments. The term "Critical Hire" (see above) more accurately describes the need to attract candidates in the labour market with the specific skill or skills required for a critical role.</p>
<p><b>Criteria</b></p> <p><del>Consideration will be given to compensating employees in accordance with market rate only when both of the following Factors A and B have been met. Factor A:</del></p> <p><del>At least one of the following conditions must exist there is a severe shortage of a particular skill or skills in the labour market.</del></p> <ul style="list-style-type: none"> <li><del>.The position's salary range is substantially lower than that being offered in the labour</del></li> </ul>		

<b>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</b>	<b>Proposed Policy</b>	<b>Rationale</b>
<p>market.</p> <p>Factor B: <del>At least one of the following conditions must exist:</del></p> <ul style="list-style-type: none"> <li><del>• The loss of the employee(s) having the particular skill(s) or performing the work:</del> <ul style="list-style-type: none"> <li><del>— would place the Corporation at significant risk of failure to deliver program(s) or service(s), or</del></li> <li><del>— would result in significant replacement costs.</del></li> </ul> </li> </ul> <p>The Corporation's efforts to replace employee(s) having the particular skill(s) or performing the work would be impeded, severely, by the discrepancy in job rate and market rate.</p>		
<p><b>Request and Approval Process</b></p> <p>Requests to provide market rate compensation must be supported by the department head. Requests must be made in writing, including a detailed rationale for market rate compensation to the Director of Human Resources, The Director of Human Resources, will review the request and confirm that the criteria for compensation at market rate can be met. If the criteria are met, the Director of Human Resources, will direct the Compensation &amp; Benefits Section to conduct a comprehensive labour market salary survey and will recommend to the applicable department head a level of</p>		

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<p>compensation based on the survey results. The participants in the labour market salary survey will include appropriate municipal and regional governments which are comparable to the City of Mississauga. Other public sector and/or private sector organizations will be included at the discretion of the Director of Human Resources. Once an appropriate level of compensation is determined, the original request, the details of the salary survey and the Director of Human Resources' salary recommendation are forwarded to the appropriate department head for review and approval. If the recommendation is to adjust the salary, it is forwarded to the City Manager for final approval.</p>		
<p>Salary adjustments will be made as follows</p> <ul style="list-style-type: none"> <li>• the employee's salary will be increased for a fixed period of time (not to exceed two years);</li> <li>• the employee will be deemed to be at maximum of salary for the purposes of performance review and general wage increases during the fixed period;</li> <li>• the salary will be reviewed in conjunction with annual salary reviews at the end of the fixed period (refer to "Review" section of this policy, below); and</li> <li>• recommendations resulting from the review will be subject to City Manager approval, and             <ul style="list-style-type: none"> <li>— if it is determined that there no longer</li> </ul> </li> </ul>		

<b>Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions</b>	<b>Proposed Policy</b>	<b>Rationale</b>
<p>exists a need to compensate at market rate, the employee's salary will revert to the salary that he or she would have earned had the market adjustment not taken place (i.e. the original salary, plus any adjustments as a result of performance appraisals and general wage increases), or</p> <p>— if it is determined that compensation at market rate is still warranted, the salary may continue to be adjusted for a fixed period of time (not to exceed two years) at which point the salary would again be reviewed.</p>		
<p><b>Documentation</b></p> <p>Where an incumbent is to be compensated at market rate he or she will be advised of the terms of compensation. It is the responsibility of the departmental Manager, Human Resources to ensure that all conditions are documented and provided to the employee, and that, a copy signed by the employee is kept on file. No adjustment of an employee's salary to market rate shall occur in the absence of confirmation that this has occurred.</p>		
<p><b>Review</b></p> <p>It is the responsibility of the Director of Human Resources to ensure that any positions subject to compensation at market rate are reviewed at the end</p>		



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<p>of the term of the agreement, including completion of a further salary survey to determine if the compensation continues to be appropriate. The approval process previously outlined will be followed for any adjustment resulting from this review.</p>		
<p><b>8. ADJUSTMENT FOR SUPERVISORY DIFFERENTIAL</b> <b>Definition</b> Supervisory responsibility is defined as approving time and labour, finalizing PMP agreements/appraisals and, if applicable, supervising direct reports who perform a lead hand or group leader function.</p>	<p><b>8. SUPERVISORY DIFFERENTIAL</b> <b>Definition</b> Supervisory responsibility is defined as approving time and labour, finalizing PMP agreements/appraisals and, if applicable, supervising direct reports who perform a lead hand or group leader function.</p>	<p>The definition was added to help clarify supervisory roles, i.e. those that would be eligible for a supervisory differential.</p>
<p><del>An employee's salary may be adjusted to provide for or to maintain an appropriate supervisory differential when the employee is responsible for the supervision of staff who are in the same grade as the employee or whose rate of pay increases under the terms of a collective agreement. There may be an adjustment to the supervisor's salary by up to 5% to provide for an appropriate differential as the employees progress through the job grade. In addition, the supervisor's salary may be permitted to exceed the maximum salary for the job grade by 5%.</del></p> <p>With the exception of acting assignments there should be, at minimum, 5% between a management</p>	<p>With the exception of acting assignments there should be, at minimum, 5% between a</p>	<p>The deleted text was removed as supervisors could be supervising employees who are in a lower grade, but at a salary rate whereby they are earning more than the supervisor. The intent is to rectify this and set a consistent minimum differential (5%) between the supervisor and their highest paid direct report, with the possible exception of new managers who are developing in the role. In this case, their salary may be a maximum 5% below their highest paid direct report. The new text has simplified the concept of supervisory</p>

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<p>employee salary and that of his/her highest paid direct report. However, in situations where an employee is developing management skills or gaining supervisory experience, their salary may be no less than 5% below the salary of their highest paid direct report. Over a two year period the management salary will then be increased incrementally to at least 5% above their highest paid direct report, subject to acceptable performance and completion of development objectives.</p> <p><del>Supervisory differential increases must be approved by the department head. The rationale for the increase must be documented and filed in the employee's file. The departmental Human Resources Manager must forward a copy of the rationale to the Director of Human Resources for information purposes.</del></p>	<p>management employee salary and that of his/her highest paid direct report. However, in situations where an employee is developing management skills or gaining supervisory experience, their salary may be no less than 5% below the salary of their highest paid direct report. Over a two year period the management salary will then be increased incrementally to at least 5% above their highest paid direct report, subject to acceptable performance and completion of development objectives.</p>	<p>differentials.</p> <p>The department head's approval wouldn't be required, as there will be a percentage established for the differential between the supervisor and his/her highest paid direct report.</p>
<p><b>Functional Guidance</b></p> <p>"Functional guidance" is defined as the responsibility for coordinating work; training staff; advising and supporting staff in resolving problems and meeting work requirements; may include input into hiring (e.g. routine hiring decisions for part-time staff); involvement in minor disciplinary matters; and evaluation of part-time staff. The supervisory differential does not apply to "functional guidance" positions.</p>	<p><b>Functional Guidance</b></p> <p>"Functional guidance" is defined as the responsibility for coordinating work; training staff; advising and supporting staff in resolving problems and meeting work requirements; may include input into hiring (e.g. routine hiring decisions for part-time staff); involvement in minor disciplinary matters; and evaluation of part-time staff. The supervisory differential does not apply to "functional guidance" positions.</p>	<p>New section added to address functional guidance positions that include duties such as input into hiring but are not considered to be supervisory.</p>

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Deletions and additions from Current Policy. Highlighted text reflects additions to the policy; strikeouts = deletions	Proposed Policy	Rationale
<p><b>9. ADDITIONAL DUTIES AND RESPONSIBILITIES</b> An employee may receive additional compensation for performing duties and responsibilities for a temporary period which are significant in nature and which are in addition to those of his or her regular position. The amount of additional compensation may not exceed 5% of the employee's salary.</p> <p>Additional duties and responsibilities increases must be determined in consultation with the applicable Human Resources Business Partner Manager and approved by the department head. The rationale for additional compensation must be documented and filed in the employee's corporate file. <del>A copy of the rationale must be forwarded to the Director of Human Resources for information purposes.</del></p> <p>Non-supervisory employees may also receive additional compensation when assigned significant additional duties which are supervisory in nature. The <del>rationale for</del> additional compensation must be approved by the department head.</p> <p>The employee's manager and/or director, in consultation with the departmental <del>Manager</del>, Human Resources Business Partner Manager, will determine</p>	<p><b>9. ADDITIONAL DUTIES AND RESPONSIBILITIES</b> An employee may receive additional compensation for performing duties and responsibilities for a temporary period which are significant in nature and which are in addition to those of his or her regular position. The amount of additional compensation may not exceed 5% of the employee's salary.</p> <p>Additional duties and responsibilities increases must be determined in consultation with the applicable Human Resources Business Partner Manager and approved by the department head. The rationale for additional compensation must be documented and filed in the employee's corporate file.</p> <p>Non-supervisory employees may also receive additional compensation when assigned significant additional duties which are supervisory in nature. The additional compensation must be approved by the department head.</p> <p>The employee's manager and/or director, in consultation with the departmental Human Resources Business Partner Manager, will</p>	<p>Minor wording changes only. Placed the information about maximum increases upfront. Added that the Manager, Compensation &amp; Benefits must be made aware of these situations, as the Manager must approve any extensions beyond one year.</p> <p>Minor wording change.</p> <p>Minor wording changes only.</p>

<b>Deletions and additions from Current Policy: Highlighted text reflects additions to the policy; strikeouts = deletions</b>	<b>Proposed Policy</b>	<b>Rationale</b>
whether additional compensation is warranted and, if so, an appropriate <del>amount</del> percentage.	determine whether additional compensation is warranted and, if so, an appropriate percentage.	
<p><del>The amount of additional compensation may not exceed 3% of the employee's salary, and consideration must be given to—</del> All of the following criterion to allow an adjustment for additional responsibilities must be met:</p> <ul style="list-style-type: none"> <li>the duration of the assignment may be a maximum of 1 year; and</li> <li><del>whether</del> the employee <del>will</del> must be performing duties that require a higher level of skill or responsibility than required by his or her regular position; and</li> <li><del>the overall complexity of the assignment.</del></li> <li>the additional responsibilities total over 20% of the job duties.</li> </ul>	<p>All of the following criterion to allow an adjustment for additional responsibilities must be met:</p> <ul style="list-style-type: none"> <li>the duration of the assignment may be a maximum of 1 year; and</li> <li>the employee must be performing duties that require a higher level of skill or responsibility than required by his or her regular position; and</li> <li>the additional responsibilities total over 20% of the job duties.</li> </ul>	<p>Moved the maximum percentage to the first paragraph.</p> <p>A maximum time for an additional duties adjustment was not previously articulated.</p> <p>Added a clearer definition of “additional duties” by quantifying they must be over 20% of current job duties. This bullet is added for consistency, as the JE process allows for 20% of “other duties as assigned” to be considered.</p>
<p>Additional compensation <del>is to be effected</del> for temporary/short term additional duties and responsibilities, up to three months duration, must be processed by reporting the additional amount through weekly payroll transmissions, using a separate payroll entry and the appropriate payroll code. The additional amount cannot be added to the employee's base salary. It is the responsibility of the supervisor who approves payroll transmission to ensure appropriate usage of the code.</p>	<p>Additional compensation for temporary/short term additional duties and responsibilities, up to three months duration, must be processed by reporting the additional amount through weekly payroll transmissions, using a separate payroll entry and the appropriate payroll code. The additional amount cannot be added to the employee's base salary. It is the responsibility of the supervisor who approves payroll transmission to ensure appropriate usage of the code.</p>	<p>Clarified that any additional compensation for durations of up to 3 months is to be processed with a separate payroll code and not included in the employee's base salary.</p>
Adjustments for additional responsibilities for	Adjustments for additional responsibilities for	The adjustment may be added to the

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<i>Deletions and additions from Current Policy, Highlighted text reflects additions to the policy; strikeouts = deletions</i>	<i>Proposed Policy</i>	<i>Rationale</i>
<p> durations of three months to one year are added to the employee's base salary. It is the responsibility of the Human Resources Business Partner Manger to ensure the base salary is adjusted to the employee's regular salary at the end of the temporary period.</p> <p><del>Any additional</del> All compensation arrangements should be reviewed within six months after beginning and <del>must be reviewed</del> may not be continued beyond one year <del>after beginning, unless already discontinued</del>. Requests to extend the arrangement beyond one year must be approved by the applicable department head.</p>	<p> durations of three months to one year are added to the employee's base salary. It is the responsibility of the Human Resources Business Partner Manger to ensure the base salary is adjusted to the employee's regular salary at the end of the temporary period.</p> <p>All compensation arrangements should be reviewed within six months and may not be continued beyond one year. Requests to extend the arrangement beyond one year must be approved by the applicable department head.</p>	<p>base salary for durations of 3 to 12 months.</p> <p>Simplified the language and added that approval must be obtained from the applicable department head to extend the arrangement beyond one year.</p>
<p><b>10 – UNDER-FILL SITUATIONS</b></p> <p>If the employee is not able to perform key functions of the position, or to assume significant responsibilities of the position, and/or is in the process of fulfilling required qualifications, the salary increase may be less than that normally provided, and may be established at a rate which is below the salary range designated for the position. This is referred to as “under-fill” and can be subject to awarding up to 10% below the minimum salary of the job grade which has been assigned for the position. Under no circumstances should the employee's new salary be less than his or her current salary.</p>	<p><b>10 -UNDER-FILL SITUATIONS</b></p> <p>If the employee is not able to perform key functions of the position, or to assume significant responsibilities of the position, and/or is in the process of fulfilling required qualifications, the salary increase may be less than that normally provided, and may be established at a rate which is below the salary range designated for the position. This is referred to as “under-fill” and can be subject to awarding of up to 10% below the minimum salary of the job grade which has been assigned for the position. Under no circumstances should the employee's new salary be less than his or her current salary.</p>	<p>This information was moved from the Salary Adjustment Principles section, under Permanent Transfers, to create a new section to discuss and define “under-fill”, meaning an employee's salary may be below the minimum salary of the job grade.</p>

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<p>The functions, responsibilities and/or qualifications that will not be required during the under-fill term must be documented fore employee; a plan must be in place to have the employee assume those duties over a reasonable period of time; and the situation must be reviewed within six months by the departmental Human Resources Business Partner Manager. Under-fill situations may not exceed a period of one year. Requests for exceptions must be reviewed by the Manager, Compensation &amp; Benefits, and approved by the Manager, Strategic Total Rewards.</p>	<p>The functions, responsibilities and/or qualifications that will not be required during the under-fill term must be documented for the employee; a plan must be in place to have the employee assume those duties over a reasonable period of time; and the situation must be reviewed within six months by the departmental Human Resources Business Partner Manager. Under-fill situations may not exceed a period of one year. Requests for exceptions must be reviewed by the Manager, Compensation &amp; Benefits, and approved by the Manager, Strategic Total Rewards.</p>	<p>Assigned responsibility for reviewing the employee's progress.</p>
<p><b>11 - CRITICAL RETENTION ADJUSTMENTS</b></p> <p>Consideration will be given to adjusting an employee's salary for critical retention purposes only when one of the following conditions exists:</p> <ul style="list-style-type: none"> <li>• the loss of the employee(s) having the particular skill(s) or performing the work: <ul style="list-style-type: none"> <li>- would place the City at significant risk of failure to deliver program(s) or service(s), or</li> <li>- would result in significant replacement costs.</li> </ul> </li> </ul> <p>The applicable department head may authorize a salary increase of up to 5% within the salary range of the grade level when there is a potential loss of a key employee. Any increase that results in the</p>	<p><b>11 - CRITICAL RETENTION ADJUSTMENTS</b></p> <p>Consideration will be given to adjusting an employee's salary for critical retention purposes only when one of the following conditions exists:</p> <ul style="list-style-type: none"> <li>• the loss of the employee(s) having the particular skill(s) or performing the work: <ul style="list-style-type: none"> <li>- would place the City at significant risk of failure to deliver program(s) or service(s), or</li> <li>- would result in significant replacement costs.</li> </ul> </li> </ul> <p>The applicable department head may authorize a salary increase of up to 5% within the salary range of the grade level when there is a potential loss of a key employee. Any increase that results</p>	<p>New section to differentiate between critical hires and a critical retention adjustment. Critical retention was previously included in the "Market Rate Adjustment" section and required the approval of the City Manager. Commissioners may now approve a salary increase of up to 5% within the salary range of the grade level when there is a potential loss of a key employee.</p>

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salary being above the maximum of the salary range must be approved by the City Manager, in consultation with the Director of Human Resources.	in the salary being above the maximum of the salary range must be approved by the City Manager, in consultation with the Director of Human Resources.	
<b>EXCEPTIONS</b> Exceptions to this policy may be made only on the approval of the applicable department head and the City Manager, in consultation with the Director of Human Resources. <del>Requests to make a salary adjustment not provided for by this policy must be made in writing to the department head and must include a detailed rationale. All requests must be reviewed by the Director of Human Resources prior to being forwarded to the City Manager.</del>	<b>EXCEPTIONS</b> Exceptions to this policy may be made only on the approval of the applicable department head and the City Manager, in consultation with the Director, Human Resources.	Section revised to reflect new process. Administrative detail was removed.
<b>REPORTING AND RECORDING SALARY ADJUSTMENTS</b> All salary changes must be reported and recorded in accordance with the procedures established for the Human Resources information system and/or the payroll system.	<b>REPORTING AND RECORDING SALARY ADJUSTMENTS</b> No Change.	

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# Corporate Policy and Procedure



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TAB: HUMAN RESOURCES  
SECTION: COMPENSATION  
SUBJECT: JOB EVALUATION

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**POLICY STATEMENT** The City of Mississauga establishes equal pay levels for Jobs of equal value, and acceptable pay differentials between Jobs of unequal value, by evaluating salaried, non-union Jobs through a Job Evaluation process.

**PURPOSE** The Corporation is committed to achieving internal equity in compensation, in compliance with pay equity legislation and good compensation management practices. The Job Evaluation process provides a means of determining salary grades for new Jobs and for Jobs that have changed over time. It also serves to validate salary grades for established Jobs in a consistent and systematic manner that ensures internal equity.

The purpose of this policy is to provide an overview of the Job Evaluation process.

## DEFINITIONS

For the purposes of this policy:

“Job Evaluation Review Team” means the team responsible for conducting Job evaluations and is comprised of staff from Compensation & Benefits, Human Resources Division, Corporate Services Department; and departmental Human Resources staff who have been trained in Job Evaluation.

“Job” means a specific salaried, non-union role within the City and is used for effective Human Resources and compensation management. Examples of Jobs are Commissioner, Director, Administrative Assistant and Human Resources Consultant. Job Evaluation measures Jobs only, not the various individual



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position titles (e.g. Director, Human Resources; Director, Finance) that may be associated with the same Job.

## SCOPE

**Who This Policy Applies To** This policy applies only to full-time, non-union Jobs within the Corporation. Wages for union Jobs are negotiated through the collective bargaining process.

Non-union positions that are classified and posted as part-time are not covered by this policy. Wages for non-union part-time; temporary full-time; and hourly positions are covered under other compensation schedules. Compensation & Benefits may be contacted for further details.

Any necessary salary adjustments for individual employees affected by a Job Evaluation are made in accordance with Corporate Policy and Procedure - Human Resources - Salary Administration.

## When the Job Evaluation Process is Not Applied

Job Evaluation focuses on achieving and maintaining internal equity and does not address:

- parity with other organizations; or
- the need for organizational redesign within a section or division; or
- career development and/or rewarding employee performance.

Compensation & Benefits conducts salary comparisons with external organizations, as required, and makes recommendations to Council for adjustments where appropriate.

## JOB EVALUATION REVIEW TEAM

### Responsibility

The Job Evaluation Review Team is responsible for:

- fairly evaluating newly created Jobs for which there is no established grade; and

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# Corporate Policy and Procedure



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- conducting timely Job Evaluations of existing Jobs on behalf of all business units.

## JOB EVALUATION PROCESS GUIDELINES

The Job Evaluation process involves analysis of a Job using the Job Evaluation Plan and in accordance with the City's documented Human Resources Job Evaluation Process Guidelines (the "Guidelines"), available on Inside Mississauga. The Guidelines provide detailed information and direction to Compensation & Benefits' staff, including review procedures and roles and responsibilities of staff. The Guidelines will be updated as required, with the approval of the Director, Human Resources.

## OVERVIEW OF THE JOB EVALUATION PROCESS

Job Evaluation involves engaging the manager and the employee in a discussion about the key responsibilities and requirements of the Job being evaluated. The discussion focuses on achieving full understanding of, and agreement on, the core elements of the Job function, taking into consideration the following factors:

- the nature of the responsibilities and requirements of the Job;
- the Job's worth relative to other Jobs in the Corporation; and
- the Job's relative contribution to the overall objectives of the Corporation.

### Evaluation of New Jobs

A temporary Job rating is required for all new Jobs. Compensation & Benefits will provide a temporary rating based on information provided by departmental management. A full Job Evaluation is required within 12-18 months of commencement of the new Job. Compensation & Benefits will be responsible for following up with the applicable department to initiate a permanent Job Evaluation.

### Evaluation of Existing Jobs

An initial request for a Job Evaluation may be made by an individual employee, group of employees, supervisor/manager/

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director or department head. Individual employees or employee groups must direct their Job Evaluation request through their supervisor/manager/director. The department head must support the rationale and approve all requests prior to any request going forward to the applicable Human Resources Business Partner Manager.

A questionnaire will be completed by the employee and/or supervisor/manager. (The Job Evaluation Guidelines will provide details of the questionnaire.) Once received, the Human Resources Business Partner Manager or designated staff will inform Compensation & Benefits that a Job Evaluation has been requested.

Human Resources will arrange to meet with the applicable supervisor/manager to discuss the Job information provided on the questionnaire. The Job will then be evaluated by a representative from Compensation & Benefits and a Human Resources representative from the applicable department.

Generally, requests for Job Evaluation are completed in the order that they are received by Compensation & Benefits. However, requests that have a significant impact on the City's operations may be given higher priority.

## Decisions and Appeals

At the completion of the Job Evaluation, Compensation & Benefits will advise all relevant parties of the results of the review.

An employee affected by a Job Evaluation, his/her supervisor/manager or director may appeal the Job Evaluation Review Team's decision. Details of the appeals process are outlined in the Guidelines.

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Job Evaluation appeals will not be processed through the Employee Complaints Review process.

**Review Cycle**

Compensation & Benefits is responsible for initiating a review of all Jobs at least once every five (5) years in order to ensure that the salary grades are appropriate.

**REFERENCE:**

Resolution 149-98 – 1998 05 13

Amended September 2006 (Housekeeping – to move information regarding compensation to the Salary Administration policy and to require that notice of decisions be provided by the Chair of the respective committee.)

**LAST REVIEW DATE:**

April, 2006

**CONTACT:**

For more information, contact Compensation & Benefits, Human Resources, Corporate Services Department.

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## Proposed Policy Amendments – Job Evaluation Policy

Appendix 4

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Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<b>POLICY STATEMENT</b> The City of Mississauga establishes equal pay levels for Jobs of equal value, and acceptable pay differentials between Jobs of unequal value, by evaluating salaried, non-union Jobs through a Job Evaluation process.	<b>POLICY STATEMENT</b> The City of Mississauga establishes equal pay levels for Jobs of equal value, and acceptable pay differentials between Jobs of unequal value, by evaluating salaried, non-union Jobs through a Job Evaluation process.	Minor wording changes. “Position” was replaced by “Job” throughout the policy to avoid confusion.
<b>PURPOSE</b> The Corporation is committed to achieving internal equity in compensation, in compliance with pay equity legislation, and good compensation management practices. The Job Evaluation process provides a means of <del>achieving internal equity</del> determining salary grades for new positions Jobs and for <del>positions</del> Jobs that have changed over time. It also serves to validate <del>compensation levels</del> salary grades for established <del>positions</del> Jobs in a consistent and systematic manner that ensures internal equity  The purpose of this policy <del>outlines</del> is to provide an overview of the Job Evaluation process. <del>and establishes procedures for requesting evaluations and appeals of new and existing positions.</del>	<b>PURPOSE</b> The Corporation is committed to achieving internal equity in compensation, in compliance with pay equity legislation and good compensation management practices. The Job Evaluation process provides a means of determining salary grades for new Jobs and for Jobs that have changed over time. It also serves to validate salary grades for established Jobs in a consistent and systematic manner that ensures internal equity.  The purpose of this policy is to provide an overview of the Job Evaluation process.	The wording has been revised to reflect the terminology of “Jobs”, as now defined in the policy.
<b>DEFINITIONS</b> For the purposes of this policy:  “Job Evaluation Review Team” means the team responsible for conducting Job evaluations and is	<b>DEFINITIONS</b> For the purposes of this policy:  “Job Evaluation Review Team” means the team responsible for conducting Job evaluations and is comprised of staff from	New section to define the restructured review team, the broad categorization of “Jobs” and to clarify that Jobs, not positions, are evaluated.  The JE Committee has been eliminated. HR is moving toward a more HR centric process, using a Review Team

Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<p>comprised of staff from Compensation &amp; Benefits, Human Resources Division, Corporate Services Department; and departmental Human Resources staff who have been trained in Job Evaluation.</p> <p>“Job” means a specific salaried, non-union role within the City and is used for effective Human Resources and compensation management. Examples of Jobs are Commissioner, Director, Administrative Assistant and Human Resources Consultant. Job Evaluation measures Jobs only, not the various individual position titles (e.g. Director, Human Resources; Director, Finance) that may be associated with the same Job.</p>	<p>Compensation &amp; Benefits, Human Resources Division, Corporate Services Department; and departmental Human Resources staff who have been trained in Job Evaluation.</p> <p>“Job” means a specific salaried, non-union role within the City and is used for effective Human Resources and compensation management. Examples of Jobs are Commissioner, Director, Administrative Assistant and Human Resources Consultant. Job Evaluation measures Jobs only, not the various individual position titles (e.g. Director, Human Resources; Director, Finance) that may be associated with the same Job.</p>	<p>comprised of a departmental representative from HR and a representative from Compensation &amp; Benefits.</p> <p>There are over 800 “positions” in the City and many position “titles”, both of which are often confused with a Job classification such as Clerk, Senior Buyer, Director or Commissioner.</p>
<p><b>SCOPE</b> <b>Who This Policy Applies To</b> <del>The Job Evaluation process focuses on achieving and maintaining internal equity, and does not address the issue of parity with other organizations. Corporate Compensation &amp; Staffing, Human Resources Division conducts salary comparisons with other organizations, as required, and makes recommendations to Council for adjustments where appropriate.</del></p> <p>This policy applies only to all full-time, non-union positions Jobs within the Corporation. <del>Part-time non-union positions are not covered by this policy. Wages for part-time non-union positions are determined on a case-by-case basis by the department, in consultation with the</del></p>	<p><b>SCOPE</b> <b>Who This Policy Applies To</b></p> <p>This policy applies only to full-time, non-union Jobs within the Corporation. Wages for union Jobs are negotiated through the collective bargaining process.</p>	<p>Deleted paragraph moved to “When the Job Evaluation Process is Not Applied” section below.</p> <p>Simplified the language in the Scope section for clarity.</p>

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<p><del>Human Resources Division. Union positions are not covered by this policy. Wages for union positions Jobs are negotiated through the collective bargaining process.</del></p> <p>Non-union positions that are classified and posted as part-time are not covered by this policy. Wages for non-union part-time; temporary full-time; and hourly positions are covered under other compensation schedules. Compensation &amp; Benefits may be contacted for further details.</p> <p>Any necessary salary adjustments for individual employees affected by a Job Evaluation are made in accordance with Corporate Policy and Procedure – Human Resources - Salary Administration.</p>	<p>Non-union positions that are classified and posted as part-time are not covered by this policy. Wages for non-union part-time; temporary full-time; and hourly positions are covered under other compensation schedules. Compensation &amp; Benefits may be contacted for further details.</p> <p>No Change.</p>	
<p><b>When the Job Evaluation Process is Not Applied</b>  <del>The Job Evaluation process</del> focuses on achieving and maintaining internal equity, and does not address:</p> <ul style="list-style-type: none"> <li><del>the issue of parity with other organizations. or</del></li> <li>the need for organizational redesign within a section or division; or</li> <li>career development and/or rewarding employee performance.</li> </ul> <p>Corporate Compensation &amp; Staffing-Benefits, <del>Human Resources Division</del> conducts salary comparisons with <del>other external organizations</del>, as required, and makes recommendations to Council for adjustments where</p>	<p><b>When the Job Evaluation Process is Not Applied</b>  Job Evaluation focuses on achieving and maintaining internal equity and does not address:</p> <ul style="list-style-type: none"> <li>parity with other organizations; or</li> <li>the need for organizational redesign within a section or division; or</li> <li>career development and/or rewarding employee performance.</li> </ul> <p>Compensation &amp; Benefits conducts salary comparisons with external organizations, as required, and makes recommendations to Council for adjustments where appropriate.</p>	<p>Many of the requests for Job Evaluations fall into the 2<sup>nd</sup> and 3<sup>rd</sup> bullet. Including a section on when the Job Evaluation does not apply assists staff to better understand when a Job Evaluation is the route they should be following and ensures the Job Evaluation process is about Jobs and not staffing or organizational issues.</p> <p>Moved the detail on parity with external organizations out of the bullets section. No change to intent.</p>

Current Policy – deletions and additions	Proposed Policy	Rationale for Change
appropriate.		
<p><b>JOB EVALUATION REVIEW COMMITTEE TEAM Responsibility</b>  The Job Evaluation Review <del>Committee</del> Team is responsible for:</p> <ul style="list-style-type: none"> <li>• fairly evaluating <del>permanent salaried non-union positions newly created Jobs for which there is no established rating grade; and</del></li> <li>• <del>for re-evaluating</del> conducting timely Job Evaluations of existing Jobs on behalf of all business units.</li> <li>• <del>permanent, salaried positions that have changed since they were last rated. The Committee uses the Job Evaluation Plan to make its evaluation, and takes into consideration the following factors:</del></li> <li>• <del>the nature and requirements of the job;</del></li> <li>• <del>the job's worth relative to other positions in the Corporation;</del></li> <li>• <del>the job's relative contribution to the overall objectives of the Corporation.</del></li> </ul>	<p><b>JOB EVALUATION REVIEW TEAM Responsibility</b>  The Job Evaluation Review Team is responsible for:</p> <ul style="list-style-type: none"> <li>• fairly evaluating newly created Jobs for which there is no established grade; and</li> <li>• conducting timely Job Evaluations of existing Jobs on behalf of all business units.</li> </ul>	<p>Bullets revised for clarity.</p> <p>The information in the deleted bullets is now included in the Overview of the Job Evaluation Process section.</p>
<p><b>JOB EVALUATION PROCESS GUIDELINES</b>  The Job Evaluation process involves analysis of a position Job using the Job Evaluation Plan and in accordance with the City's documented Human Resources Job Evaluation Process Guidelines (the "Guidelines"), available on Inside Mississauga. The Guidelines Plan, by the Job Evaluation Committee and/or Corporate provide detailed information and direction to Compensation &amp; <del>Staffing</del> Benefits' staff,</p>	<p><b>JOB EVALUATION PROCESS GUIDELINES</b>  The Job Evaluation process involves analysis of a Job using the Job Evaluation Plan and in accordance with the City's documented Human Resources Job Evaluation Process Guidelines (the "Guidelines"), available on Inside Mississauga. The Guidelines provide detailed information and direction to Compensation &amp; Benefits' staff, including review procedures and roles and responsibilities of staff. The</p>	<p>Reflects that procedural detail relevant to HR has been removed from the policy and will be incorporated into the Job Evaluation Process Guidelines that will support the policy.</p>



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Proposed Policy Amendments – Job Evaluation Policy

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including review procedures and roles and responsibilities of staff. <del>on request. The process is used for both new and existing positions.</del> The Guidelines will be updated as required, with the approval of the Director, Human Resources.	Guidelines will be updated as required, with the approval of the Director, Human Resources.	
<b>OVERVIEW OF THE JOB EVALUATION PROCESS</b> <del>The Committee uses the Job Evaluation Plan to make its evaluation, process</del> involves engaging the manager and the employee in a discussion about the key responsibilities and requirements of the Job being evaluated. The discussion focuses on achieving full understanding of, and agreement on, the core elements of the Job function, taking into consideration the following factors: <ul style="list-style-type: none"> <li>the nature of the responsibilities and requirements of the Job;</li> <li>the Job's worth relative to other Jobs in the Corporation; and</li> <li>the Job's relative contribution to the overall objectives of the Corporation.</li> </ul>	<b>OVERVIEW OF THE JOB EVALUATION PROCESS</b> Job Evaluation involves engaging the manager and the employee in a discussion about the key responsibilities and requirements of the Job being evaluated. The discussion focuses on achieving full understanding of, and agreement on, the core elements of the Job function, taking into consideration the following factors: <ul style="list-style-type: none"> <li>the nature of the responsibilities and requirements of the Job;</li> <li>the Job's worth relative to other Jobs in the Corporation; and</li> <li>the Job's relative contribution to the overall objectives of the Corporation.</li> </ul>	This section provides a clear snapshot of the purpose of a Job Evaluation and articulates that it is a process focused on building understanding and agreement on job responsibilities and requirements rather than on a JE points based system.
<b>JOB EVALUATION PLAN</b> <del>The Job Evaluation Plan provides for an assessment of each job by breaking down the content and the value of the job according to three major categories. Each category is made up of a number of factors, called compensable factors. Specific levels are listed for each compensable factor, and points are assigned to each level. The job is</del>		This type of information will now appear in the Guidelines.

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Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<p>evaluated by assigning the appropriate level within each factor to the job. The three job evaluation categories and their respective compensable factors are:</p> <p>Accountabilities:</p> <ol style="list-style-type: none"> <li>1. Customer Service</li> <li>2. Planning</li> <li>3. Continuous Improvement</li> <li>4. Human Resource Management</li> <li>5. Asset Management</li> </ol> <p>Competencies:</p> <ol style="list-style-type: none"> <li>1. Occupational/Technical Knowledge</li> <li>2. Business Knowledge</li> <li>3. Interactive Communication Skills</li> <li>4. Interpersonal/Influential Skills</li> <li>5. Analytical/Reasoning Skills</li> </ol> <p>Work Demands:</p> <ol style="list-style-type: none"> <li>1. Physical Effort</li> <li>2. Sensory Effort</li> <li>3. Working Conditions</li> </ol> <p>A copy of the Job Evaluation Plan is available for review from Corporate Compensation &amp; Staffing, or from the departmental Human Resources representative.</p>		
<p><b>PROFILES</b></p> <p>Profiling is a process of collecting jobs with similar functions from across the Corporation and creating a “snap shot” or profile of the job based on examples of real</p>		<p>This type of process information will now appear in the Guidelines.</p>

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<p>work. The main purpose of profiles is to help ensure consistency and fairness for jobs with similar functions across the Corporation.</p> <p>Profiles were initially created using information from the Corporation's 1997 comprehensive review of all non-union positions. Consideration was and will continue to be given to the Job Evaluation questionnaires and the Job Evaluation Committee's ratings for the jobs involved as well as the Job Evaluation Plan. Jobs can be removed from, or included in, a profile group only on agreement of all directors having responsibility for the positions included in the profile. (Directors may appoint a designate to participate in any profiling exercise).</p>		
<p><b>JOB EVALUATION REVIEW COMMITTEE Responsibility</b></p> <p>The Job Evaluation Review Committee is responsible for evaluating permanent salaried non-union positions for which there is no established rating, and for re-evaluating existing permanent, salaried positions that have changed since they were last rated. The Committee uses the Job Evaluation Plan to make its evaluation, and takes into consideration the following factors:</p> <ul style="list-style-type: none"> <li>• the nature and requirements of the job;</li> <li>• the job's worth relative to other positions in the Corporation;</li> </ul> <p>the job's relative contribution to the overall objectives of the Corporation.</p>		<p>A new Job Evaluation Review Team section has been created, above.</p> <p>The information in the deleted bullets is now included in the Overview of the Job Evaluation Process section.</p>

Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<p><b>Membership</b>  <del>The Job Evaluation Committee is chaired by the Director, Human Resources and has seven salaried, non-union employee members.</del></p> <p><del>Employee members represent a cross-section of the organization by salary grade and department. The members do not serve as advocates for their departments or co-workers. Instead, they are to perform their task as representatives of the Corporation.</del></p> <p><del>Membership on the Committee is normally for a period of two years, and may be changed by the Leadership Team after that to ensure that the appropriate representation is maintained.</del></p>		A definition for Job Evaluation Review Team has been included in the policy.
<p><b>Meetings</b>  <del>The Job Evaluation Review Committee meet at least once a month, except during July and August. Extra meetings may be scheduled if there is a backlog of positions to be reviewed. Generally, requests for Job Evaluation are completed in the order that they are received by Compensation &amp; Benefits. However, requests that have a significant impact on the City's operations may be given higher priority.</del></p>		Revised information on meetings and the order in which JE's are completed is now in the Overview of Job Evaluation Process, Evaluation of Existing Jobs.
<p><b>How Decisions are Made</b>  <del>All decisions of the Job Evaluation Review Committee are made by consensus. No member of the committee has veto power over the decision.</del></p>		This type of information will now appear in the Guidelines.

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Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<p>Compensation &amp; Benefits that a Job Evaluation has been requested. <del>and ensure that the department head and immediate supervisor of the position being evaluated are notified.</del></p> <p><del>The Job Evaluation Review Committee</del> Human Resources will arrange to meet with the applicable supervisor/manager to discuss the Job Evaluation. The Job will then be evaluated by a representative from Compensation &amp; Benefits and a Human Resources representative from the applicable department. <del>at least once a month, except during July and August. Extra meetings may be scheduled if there is a backlog of positions to be reviewed.</del></p> <p>Generally, requests for Job Evaluation are completed in the order that they are received by Compensation &amp; Benefits. However, requests that have a significant impact on the City's operations may be given higher priority.</p> <p>Generally, requests for Job Evaluation <del>review</del> are completed <del>dealt with</del> in the order that they are received by Compensation &amp; Benefits. However, requests that have a significant impact on the <del>Corporation</del> City's operations may be given higher priority.</p> <p>Requests for a Job Evaluation <del>review</del> must be submitted on Form 131 – Job Evaluation Review/Appeal, to Corporate Compensation &amp; Staffing. <del>Each request must outline the reason for the request. The request for a Job</del></p>	<p>Human Resources will arrange to meet with the applicable supervisor/manager to discuss the Job information provided on the questionnaire. The Job will then be evaluated by a representative from Compensation &amp; Benefits and a Human Resources representative from the applicable department.</p> <p>Generally, requests for Job Evaluation are completed in the order that they are received by Compensation &amp; Benefits. However, requests that have a significant impact on the City's operations may be given higher priority.</p>	<p>Revised to reflect process going forward. The information on the order of evaluating requests is in the Decisions section of the current policy.</p>

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## Proposed Policy Amendments – Job Evaluation Policy

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<p>Evaluation review should relate to the thirteen compensable factors outlined in the Job Evaluation Plan.</p> <p>If there is an established rating for a comparable job, whether or not the job is included in a profile, the same rating will be applied by Corporate Compensation &amp; Staffing, and no further review will be conducted.</p> <p>All requests for Job Evaluation review for hourly or temporary positions will be dealt with by Corporate Compensation &amp; Staffing.</p>		
<p><b>Department's Rationale</b> The employee or the immediate supervisor of the position being evaluated, will prepare a Job Evaluation rationale to be considered by the Job Evaluation Review Committee. Guidance and assistance in preparing the Job Evaluation rationale can be provided by the departmental Human Resources representative. The employee's department head must agree to the rationale.</p>		This type of information will now appear in the Guidelines.
<p><b>Job Evaluation Questionnaire</b> In addition to the rationale, the department will provide Corporate Compensation &amp; Staffing with an up-to-date Job Evaluation questionnaire, signed off by the employee as well as his or her supervisory/management staff up to the level of the Director.</p>		This type of information will now appear in the Guidelines.
<p><b>Information Package</b> Corporate Compensation &amp; Staffing will assemble the</p>		This type of information will now appear in the Guidelines.

Current Policy – deletions and additions	Proposed Policy	Rationale for Change
<p>following information for submission to the Job Evaluation Review Committee:</p> <ul style="list-style-type: none"> <li>• <del>Form 131 – Job Evaluation Review/Appeal;</del></li> <li>• <del>organizational chart;</del></li> <li>• <del>the rationale for the request; and</del></li> <li>• <del>the completed Job Evaluation questionnaire.</del></li> </ul>		
<p><b>Decisions and Appeals</b></p> <p>Generally, requests for Job Evaluation review are dealt with in the order that they are received. However, requests that have a significant impact on the Corporation may be given higher priority.</p> <p>Under normal circumstances, the Job Evaluation Review Committee will respond to a Job Evaluation review request within three months from the time the request is submitted to the Human Resources Division.</p> <p>The employee and/or his or her supervisor, manager, and director may choose to be present at the Job Evaluation Review Committee meeting to provide clarification or additional information as necessary to facilitate the Job Evaluation process.</p> <p>At the discretion of the Committee, a site visit may be conducted where the Committee feels that more information is required about the operation of the job or associated working conditions.</p>	<p><b>Decisions and Appeals</b></p>	<p>The deleted text in the first two paragraphs now appears in edited form in the Job Evaluation – Existing Jobs section.</p> <p>This type of information will now appear in the Guidelines.</p> <p>This type of information will now appear in the Guidelines.</p>
<p>When a decision has been made by At the completion of</p>	<p>At the completion of the Job Evaluation, Compensation &amp;</p>	<p>Revised to reflect the process going forward.</p>

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## Proposed Policy Amendments – Job Evaluation Policy

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<p>the Job Evaluation, Compensation &amp; Benefits the Job Evaluation Review Committee Chair will advise all relevant parties of the results of the review. notify the immediate supervisor of the affected employee(s) in writing and ensure that the affected employee(s) receive written notification of the decision.</p> <p>Decisions are documented and recorded in the Job Evaluation Manual. The effective date of the decision is the date a decision is made by the Job Evaluation Review Committee.</p>	Benefits will advise all relevant parties of the results of the review.	
<p><b>JOB EVALUATION APPEALS</b></p> <p>Job grading issues will not be processed by the Employee Complaints Review process. If An affected employee affected by a Job Evaluation, his/her supervisor, manager, or director is not satisfied with the decision of the Job Evaluation Review Committee on the rating of his or her job, he/she may appeal the decision to the Job Evaluation Review Team's decision. Appeal Committee. Details of the appeals process are outlined in the Guidelines.</p> <p>Job grading issues will not be processed through the Employee Complaints Review process.</p> <p>The individual making the appeal must complete the appeal section of Form 131 and forward it to Corporate Compensation &amp; Staffing within 30 days of being notified of the result. The appeal must be supported and approved</p>	<p>An employee affected by a Job Evaluation, his/her supervisor/ manager or director may appeal the Job Evaluation Review Team's decision. Details of the appeals process are outlined in the Guidelines.</p> <p>No Change.</p>	<p>Wording simplified and staff advised that the process is outlined in the Guidelines.</p> <p>The appeal process will now appear in the Guidelines.</p>

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<p>by the department head.  Corporate Compensation &amp; Staffing will submit Form 131, the original decision of the Job Evaluation Review Committee, and all supporting documents to the Job Evaluation Appeal Committee for consideration.  The employee and/or his or her supervisor, manager, director and department head may choose to be present at the Appeal Committee meeting to provide clarification or additional information as necessary to facilitate the process.</p>		
<p><b>Review Cycle</b>  Compensation &amp; Benefits is responsible for initiating a review of all Jobs at least once every five (5) years in order to ensure that the salary grades are appropriate.</p>	<p><b>Review Cycle</b>  Compensation &amp; Benefits is responsible for initiating a review of all Jobs at least once every five (5) years in order to ensure that the salary grades are appropriate.</p>	<p>New section to reflect that Compensation &amp; Benefits will conduct regular reviews of Jobs.</p>
<p><b>PROFILE APPEALS</b>  An employee may appeal the decision to include his or her job in a particular profile.   There are two options for appealing a profile job:</p> <ol style="list-style-type: none"> <li>1. The employee can appeal to his or her department's Director who participated in the profile exercise. Should the Director be in agreement with the appeal he or she must present the appeal to the group of Directors participating in the profile exercise. There must be consensus among the members for any changes to profiled jobs.</li> </ol>		<p>Profile reviews are no longer included in the Job Evaluation policy but remain the responsibility of Human Resources, Compensation &amp; Benefits.</p>

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## Proposed Policy Amendments – Job Evaluation Policy

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<p>2. If the job or a comparable job was reviewed by the Job Evaluation Review Committee prior to being included in a profile, the employee may appeal to the Job Evaluation Review Committee's original rating to the Appeal Committee. For this option, the employee will follow the appeals process as described above.</p>		
<p><b>JOB EVALUATION APPEAL COMMITTEE</b></p> <p><b>Responsibility</b> The Job Evaluation Appeal Committee is responsible for hearing all appeals of job ratings. The Committee does not hear appeals of profile jobs which were not previously rated by the Job Evaluation Review Committee.</p> <p><b>Membership</b> The Job Evaluation Appeal Committee consists of seven salaried, non-union employee members. Employee members represent a cross-section of the organization by salary grade and department. The members do not serve as advocates for their department or co-workers, but are expected to perform their task as representatives of the Corporation. The Committee is chaired by the Director of Human Resources.</p> <p>Membership on the Committee is normally for a period of two years, and may be changed by the Leadership Team after that to ensure that the appropriate representation is maintained. With the exception of the Chair, members of the Job Evaluation Review Committee may not also be</p>		<p>The appeal process will now appear in the Guidelines.</p>

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<p>members of the Appeal Committee.</p> <p><b>Meetings</b>  <del>Meetings are held on an as required basis, and are arranged to ensure that each appeal is heard within three months of receipt of the appeal by Corporate Compensation &amp; Staffing.</del></p> <p><b>How Decisions Are Made</b>  <del>All decisions of the Job Evaluation Appeal Committee are made by consensus. No member of the committee has veto power over the decision of the Appeal Committee. The Job Evaluation Appeal Committee may decide to raise the grade, lower the grade, or leave the grade unchanged. All decisions of the Appeal Committee are final.</del>  <del>When a decision has been made by the Job Evaluation Appeal Committee, the Chair will notify the immediate supervisor of the affected employee(s) in writing and ensure that the affected employee(s) receive written notification of the decision.</del></p> <p><del>Decisions are documented and recorded in the Job Evaluation Manual. The effective date of the decision is the date a decision is made by the Job Evaluation Appeal Committee.</del></p>		

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