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Policy Title					
NON-UNION MARKET SALARY & NON-MARKET POSITION EVALUATION					

Council Resolution No. 327-05	Date: August 10, 2007	GMCS <i>RL</i>	CAO <i>EL</i>	Cross Reference	Effective January 1, 2008
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## PURPOSE

Parkland County provides non-union employees with the opportunity to ensure that they are paid competitively, according to comparable municipalities using market salary evaluations where sufficient comparisons exist; and by non-market position evaluation when comparison data is insufficient.

## PROCEDURE

To evaluate positions for the purpose of determining appropriate compensation, the County will use, as the method of choice, Market Salary Evaluations to determine placement on the County's grid system. Market Salary Reviews are conducted annually with the intent to maintain internal equity and salaries within a range of 100% to 110% of the market average salary. When a Market Salary Evaluation lacks sufficient information for a position, the Non-Market Position Evaluation method will be used.

It is important to remember that these systems evaluate the position, not the employee, and position descriptions will articulate the merits of the position, not the individual. Position descriptions will be developed or updated whenever a new position is created; a significant change in position duties, responsibilities or reporting relationships has occurred; or a position becomes vacant.

This policy is only applicable to non-unionized positions on the County's compensation grid system. The Chief Administrative Officer (CAO) reserves the right to determine which positions are placed on the grid, subject to any collective agreement or legislation regarding in-scope employees. The CAO may direct the collection of relevant market salary information for collective bargaining purposes.

The evaluations under this policy are conducted by an outside consulting firm hired by Parkland County. The results will be reviewed by the Evaluation Committee, consisting of the General Manager of Corporate Services, or designate; two Department Managers as designated; and the Human Resources Coordinator – who will chair the meeting as a non-voting member of the Committee.

### 1. Market Salary Evaluation Method

The principle of "market salary" will be applied to all new positions created, as well as in the salary administration of all existing non-union positions. The market salary evaluation will be the primary tool in assigning salary/ wage compensation for these positions.

**DEFINITIONS**

The “market” for Parkland County is defined as the following municipalities:

Sturgeon County  
Strathcona County  
Leduc County  
Red Deer County  
City of Edmonton

City of St. Albert  
City of Airdrie  
Municipal District of Rocky View  
City of Spruce Grove  
Municipal District of Foothills

The CAO may at his discretion, authorize the use of market salary data from other municipalities for a position where there are insufficient matches to do a proper comparison or a specific market comparison cannot be found.

The “market value” is defined as the salary (inclusive of allowances, incentives, etc.) paid by a range of comparable and competitive municipalities for a similar position being evaluated. For new (vacant) positions, the Human Resources Coordinator will assist the Department Manager in collecting the appropriate information to determine a market value similar to the process for existing positions.

**2. Non-Market Position Evaluation Method**

The County uses a non-market decision “grade” system to evaluate positions into grades, where market salary data is lacking. This method provides guidelines for the grades of position classes based on the function, decision making, outcomes/ impact, authority, and education/ experience required for the position. Length of service, employee qualifications, current placement in the salary range, workload, and employee performance are not matters to be dealt with through the non-market position evaluation method.

This method is used to rank non-union positions where market salary data is lacking. The Human Resources Coordinator in conjunction with the Department Manager will provide evidence (anecdotal information) demonstrating that insufficient information was collected from the market salary evaluation method, before proceeding with this Non-Market Position Evaluation method.

- a. The Human Resources Coordinator audits the position using the Non-Market Evaluation plan. A written recommendation (along with supporting documentation, including any anecdotal market salary information) will be forwarded to an Evaluation Committee meeting for review and approval.
- b. The Committee will consider the non-market grade recommendation and may invite the employee and/ or Department Manager to provide input and

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clarification with respect to the position under review. The Committee will evaluate the recommendation (without the Department Manager or employee present).

- c. The Chair will convey the Committee's decision, in writing, to the employee, the Department Manager, and the CAO along with a copy of the Appeal Procedure, in a timely manner.
- d. Human Resources staff will make necessary adjustments to records and inform payroll. All changes will be retroactive to the date of submission of the completed request to Human Resources.

### **APPEAL PROCEDURE**

- a. An employee or Department Manager (if position is vacant) wishing to appeal a market salary evaluation or a non-market position evaluation may do so by requesting a review of the decision in writing to the Human Resources Coordinator and should include:

- i. Action requested,
- ii. Reasons and justification supporting the request for a review,
- iii. Comments from the Department Manager,
- iv. Salary survey results of similar municipal positions obtained by the employee (if applicable),
- v. Other supporting information as may be required by the Human Resources Coordinator.

**THIS REQUEST MUST BE MADE WITHIN 30 CALENDAR DAYS OF THE EMPLOYEE RECEIVING FORMAL NOTIFICATION OF THE DECISION REGARDING THEIR POSITION.**

- b. The appeal will be carried out in a timely fashion; an expectation of the timelines will be conveyed to the appellant (and should not be longer than 60 working days).
- c. The Human Resources Coordinator shall convene and chair a meeting with the Evaluation Committee. The Chair shall compile all relevant information for review by the Committee. The Committee may invite the employee and their Department Manager to attend an interview to provide input and clarification on the position under review.
- d. The role of the Chair will be to advise the Committee on such matters as is deemed necessary, in a non-voting, advisory capacity.
- e. Discussions and evaluations by the Committee will be conducted (without the Department Manager and employee present), using the information provided by the employee and Department Manager. The Committee shall reach a

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conclusion and shall convey their recommendation together with the documentation to the Chair.

- f. The Committee may request a review of the information by an outside party knowledgeable in salary or position evaluations and will review their recommendation on the matter.
- g. The Chair will forward the Committee's recommendation to the CAO. The CAO shall reach a decision and convey all documentation together with the decision to the Chair, who will formally notify the employee and Department Manager. The decision of the CAO will be final and binding.
- h. Human Resources will adjust records as necessary and inform payroll. All changes will be retroactive to the date of submission of the completed request to Human Resources.
- i. No further review will be carried out on a position where the market salary or non-market position evaluation has been appealed until such time as the Department Manager considers that a significant change has occurred in the duties, responsibilities, or reporting relationship of that position; three years has lapsed; or a county-wide Market Salary Review has been conducted.
- j. If the appellant wishes, the appeal may be dropped at any point in this process.