



ADMINISTRATIVE PROCEDURES C-HRo4-P1

Compensation

		APPROVALS:	
Related Policy:	C-HRo4	CAO	_____
Prepared By:	Human Resources	General Manager	_____
Effective Date:		Manager	_____
Previous Revision Date:	Aug. 10, 2007 (HR 005)	LAS Review Date:	March 11, 2016
		Function:	Personnel

PURPOSE

To provide Administration steps and further clarification on the implementation of Compensation Policy C-HRo4 for new employees, transfers, demotions, promotions, reclassifications and acting/developmental assignments.

ACTION STEPS

1. Position Description
 - a. All positions will have a position description that is consistent with the County's standard format.
 - b. Fundamental to the effective and equitable administration of salaries are a valid evaluation of a current, accurate position description. Therefore, positions descriptions should be reviewed whenever the earliest of the following occurs:
 - i. a new position is created; or
 - ii. a position becomes vacant; or
 - iii. a significant change occurs in the position title, new duties, new responsibilities or reporting relationships; or
 - iv. annually during a performance review.
2. Position Evaluation
 - a. All positions will be evaluated using the Point Factor Position Evaluation methodology.
 - b. Any material change or reclassification of a position will result in a re-evaluation of the position.
 - c. Compensable factors for non-union positions are evaluated using a methodology that determines the relative value of positions across the county. The value is calculated using nine compensable factors:
 - i. Job Complexity;
 - ii. Knowledge and Skill Requirements;
 - iii. Experience;
 - iv. Independence of Action;
 - v. Impact of Errors;

- vi. Interpersonal Relations and Communications;
 - vii. Direction of Staff;
 - viii. Physical Effort and Tedium;
 - ix. Working conditions.
- d. Position evaluations are based on the duties and responsibilities outlined in the position description.
 - e. If the position is not identical to an already evaluated position, the remaining steps in this process are followed:
 - i. Preliminary Rating: the Human Resources Coordinator shall assign a score for each of the compensable factors following the guidelines presented in the HR Compensation Manual associated with this procedure.
 - ii. Job Family Assignment: the Human Resources Coordinator will assign the position to a level on the salary grid that reflects the point total for the position. This action will identify the jobs that are currently evaluated with a similar point score.
 - iii. Management Review: the Human Resources Coordinator will review the results of the evaluation with the Manager and General Manager/CFO to agree with the evaluation and job family assignment.
3. Reclassification
- a. Reclassification reviews should occur whenever a significant change occurs in duties and responsibilities. Significant changes to positions should be approved in the annual operating budget whenever possible.
 - b. A request may be initiated by an employee or the Supervisor and submitted to the Human Resources Coordinator.
 - c. The Division General Manager/Chief Financial Officer (CFO) will confirm any relevant background information that resulted in changes to the position (i.e. reorganization of department, new or significant program, assumed responsibilities from another position).
 - d. Then Division General Manager/CFO will determine if there is a significant enough change in duties, responsibilities or reporting relationships prior to Human Resources Coordinator undertaking a full review.
 - e. Upon receiving direction from the Division General Manager/CFO to proceed with a review, the Human Resources Coordinator will acknowledge in writing to the Manager (or General Manager/CFO when applicable), their commencement of the classification review.
 - f. The Human Resources Coordinator will evaluate the request which will include the following: use the appropriate review method; interview with the employee and the direct Supervisor and/or Manager; and gather all appropriate background material.
 - g. The review will be carried out in a timely fashion; an expectation of the timelines will be conveyed to the applicant (and should not be longer than 60 calendar days).
 - h. The Human Resources Coordinator will review the assessment and recommendations with the General Manager, Corporate Services; then forward the assessment and recommendations to the Division General Manager/CFO for concurrence and approval.
 - i. If an agreement cannot be reached, the Human Resources Coordinator will convene a meeting with the General Manager, Corporate Services, Division General Manager/CFO and may invite the employee and Supervisor and/or Manager to provide input and clarification with respect to the position under review.
 - j. Human Resources Coordinator will send a memorandum advising the employee of the decision with a copy to the Supervisor and Manager.

- k. All changes following a reclassification will be effective the recommendation date from the Human Resources Coordinator (or agreed upon date with the Division General Manager/CFO).
4. Salary Administration
- a. Involves two distinct processes:
 - i. Compensation determination – consideration of the market.
 - ii. Job analysis and evaluation – a systematic process to determine internal equity.
 - b. For new positions, the Human Resources Coordinator will assist the department Manager in collecting the appropriate information to determine a market value.
 - c. Where market data is lacking or not available, the Human Resources Coordinator shall recommend a salary based on internal equity using the position evaluation method.
5. Market Review
- a. The Human Resources Coordinator shall be responsible to ensure an Organization-Wide Market Salary Review is conducted every three (3) years to maintain external equity.
 - b. The review will be conducted using a valid sampling methodology to collect comparative information, by position, on:
 - i. Salary Minimums and Maximums
 - ii. Hours of Work
 - iii. Eligibility for Overtime
 - iv. 'Goodness of Fit'
 - v. And any other information that will enhance the comparability of positions.
 - c. The "market" for Parkland County is defined as the following municipalities:
 - i. City of Fort Saskatchewan
 - ii. City of Leduc
 - iii. City of Spruce Grove
 - iv. City of St. Albert
 - v. County of Grande Prairie
 - vi. County of Wetaskiwin
 - vii. Leduc County
 - viii. Mountain View County
 - ix. Municipal District of Foothills No. 31
 - x. Red Deer County
 - xi. Rocky View County
 - xii. Strathcona County
 - xiii. Sturgeon County
 - xiv. Town of Stony Plain
 - d. The CAO may authorize the use of market salary data from other sources for a position where there are insufficient matches to do a proper comparison or a specific market comparison cannot be found.
 - e. The Salary Grid will be set to the market median – effectively the 50th percentile, based on the results of the market review.
6. Salary Grid
- a. The Human Resources Coordinator shall be responsible to ensure the salary grid is developed and maintained for non-union employees.

- i. The Grid will display levels that are defined by ranges of position points.
 - ii. Each level will have six (6) steps
 - iii. The last step (6) will be the maximum salary for that level
 - iv. The first step (1) will be 80% of the maximum salary
 - v. The percentage between steps will be evenly distributed
 - vi. Developmental Rate is 80% of Step 1
 - vii. The grid shall be adjusted with a Cost of Living Allowance (COLA) as approved in the operating budget.
7. Grid Placement
 - a. New employees meeting the minimum qualifications for a position will normally be hired at Step 1 or 2 of the level assigned to the position.
 - b. New employees may be hired up-range to reflect additional experience that exceeds the minimum requirement for the position.
 - c. Recommendations that exceed Step 2 above must be approved by the General Manager/CFO up to Step 4 on the grid or by the Chief Administrative Officer (CAO) if over Step 4.
 - d. The pay rate for a Casual position will be Step 1 of the Level for the position they are working in. The Developmental Rate may be considered where the candidate does not meet the position requirements.
 - e. The pay rate for a Temporary position will normally be Step 1 of the Level of the position they are working in. A lower Level or the Developmental Rate may be considered where the candidate does not meet the position requirement.
8. Grid Advancement
 - a. Permanent employees will advance on the grid by one (1) step each year, based upon satisfactory performance as per A-HR20 Employee Performance Planning and Appraisal Process.
9. Market Adjustment, Reclassification, Promotion
 - a. Employees whose positions move to a higher level on the grid as a result of a market adjustment, reclassification or promotion shall advance to the appropriate step to ensure that their new salary provides an increase over their current rate.
 - b. Employees, who are reclassified or promoted within six months of their next scheduled increment, will advance to the next appropriate step that ensures at least one increment.
 - c. Employees, who act in a position (that is paid on a higher level) prior to being appointed to it permanently, will advance to the next appropriate step that ensures at least an 8% increase.
 - d. Salaries upon reclassification or promotion will not exceed the maximum salary for the level of the position.
 - e. Human Resources will adjust records as necessary and inform Payroll.
10. Transfer
 - a. An employee appointed/transferred to a position on the same salary level as their current position will normally continue to be paid the same rate of pay.
11. Demotion
 - a. Should an employee move to a position where the maximum salary of the level is less than that of the employee's former job, the employee's salary will be reviewed to determine if it shall be reduced so that it falls at or below the maximum of the range for the new position.
 - b. Refer to Grid Placement above to determine the step of the level the employee shall be placed at based on their qualifications for the new position.

12. Salary Anniversary Date

- a. A leave of absence greater than six (6) months will result in a change in Salary Anniversary Date equivalent to the length of the leave.
- b. Salary Anniversary Dates do not change as a result of a market adjustment.
- c. The effective date of a reclassification or promotion becomes the employee's new Salary Anniversary Date.
- d. Salary Anniversary Dates do not change when employees move laterally, are demoted, or successfully compete on a lower level position and their rate of pay is decreased or remains unchanged.
- e. A change in status (from either part or full-time to full or part-time) will not result in a Salary Anniversary Date change.

13. Appeal Procedure

- a. An employee or department Manager wishing to appeal a Market Salary evaluation or a 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 Supervisor, department Manager and General Manager/CFO,
 - iv. Salary survey results of similar municipal positions obtained by the employee (if applicable), and
 - v. Other supporting information as may be required by the Human Resources Coordinator.
 - vi. **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 90 working days).
- c. The Evaluation Committee shall be convened and 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 Evaluation Committee consists of the General Manager, Corporate Services, or designate; two department Managers as designated; and the Human Resources Coordinator who will chair the meeting as a non-voting, advisory member of the Committee.
- e. If the position being evaluated is a Manager position, two General Managers will be on the committee in place of the two department Managers.
- f. Successful appeals will be retroactive to the original date of recommendation from the Human Resources Coordinator (or agreed upon date with the Division General Manager/CFO).

14. Acting / Developmental Assignment

- a. When an employee is assigned an Acting Assignment for a minimum of 10 consecutive work days, the employee's supervisor may request a pay adjustment that will increase the employee's current pay by 8%.
- b. When an employee is assigned a Developmental Assignment for a minimum of 10 consecutive work days, the employee's Supervisor may request a pay adjustment that will increase the employee's current pay by 4%.
- c. In the determination of the 10 consecutive work day's requirement, statutory holidays and earned days off (EDO) are to be included in the calculation.
- d. Employees have the right to refuse the acting responsibility without any repercussion.
- e. The employee's Supervisor must complete and authorize an Acting Pay Request Form (Schedule "A").

- f. The Acting Pay Request Form is to be filled out and approved prior to the Acting or Developmental Assignment.
- g. Acting Pay will be paid to the employee throughout the assignment on regular hours only until the assignment ends. Acting Pay will not be paid on days during the office closure (i.e. Christmas break), statutory holidays and vacation days.
- h. If a Salary Anniversary Date occurs during the assignment and an increment is granted, the acting rate of pay will be adjusted accordingly.
- i. A Permanent employee who acts in a position prior to being appointed to it permanently, shall have the time as acting incumbent recognized for Salary Anniversary Date purposes. Salary and benefits will also be adjusted retroactively to reflect the new level and step for the position.

RESPONSIBILITY

Supervisors are responsible for filling out appropriate forms in a timely fashion.

Human Resources are responsible for administering, monitoring and reviewing these procedures.

Payroll is responsible for processing the Acting Pay.

ATTACHMENTS

Schedule A: Acting Pay Request Form

Schedule A

Acting Pay Request Form

Department: _____ Employee's Name: _____

Acting Position: _____ Current Position: _____

CHECK ONE: Acting Assignment: _____ Developmental Assignment: _____

Acting: When an employee is required to perform the "majority" of the principal duties of a position.**Developmental:** When an employee is assigned "some" of the duties of a higher level position for developmental or other purposes.

Is employee responsible for timesheet/approval? YES _____ NO _____

Is employee responsible for purchase order approval? YES _____ NO _____

Duration:

Date Assignment will begin: _____ (First Working Day D/M/Y)

Date Assignment will end: _____ (Last Working Day, if known, D/M/Y)

Main Account: _____ Project ID: _____ Category: _____

Approvals:

Employee's Supervisor: _____

Next Level of Authority: (Manager/General Manager): _____

HR/Payroll Use only:

Current Non-Union rate of pay: _____ Level: _____ Step: _____

Current Union rate of pay (hourly) _____ + Experience Pay _____ = _____

Acting rate of pay: _____ Percentage: _____

Payroll Processed: _____ Dated by Payroll: _____

This form is to be forwarded to Human Resources for processing.