



# Staff Report

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## Human Resources

**Report To:** Committee of the Whole  
**Meeting Date:** July 3, 2019  
**Report Number:** FAF.19.104  
**Subject:** Non-union Salary Grid Review  
**Prepared by:** Jennifer Moreau, Director of Human Resources

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### A. Recommendations

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THAT Council receive Staff Report FAF.19.104, entitled “Non-union Salary Grid Review”;

AND THAT Council direct staff to proceed with hiring a consultant or organization to assist with a study and review of the Town’s existing non-union salary grid and to provide options for a merit-based salary grid and or employee bonus system for consideration in the 2020 budget.

### B. Overview

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This is a report that recommends Council direct staff to proceed with hiring a consultant or organization to assist with exploring options of implementing a pay for performance program for non-union staff.

### C. Background

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During the 2019 budget process Council considered a business case to adjust staff’s salaries to the 55<sup>th</sup> or 60<sup>th</sup> percentile of market. Council implemented a 52<sup>nd</sup> percentile market adjustment to non-union staff and set aside funding to explore the possibility of implementing a pay for performance program for non-union staff.

### D. Analysis

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Staff have researched local comparators and concluded that pay for performance has not been implemented as a compensation strategy in the majority of neighbouring small urban/rural municipalities. There are no municipalities in Grey County who have implemented pay for performance and very limited or partial implementation within Simcoe County.

Pay for Performance bonus payments are part of modern pay practice in the private and public sectors and have been in existence for decades. Successfully implemented, they can be used to motivate employees and foster a high-performance culture. Attracting and retaining high quality employees to the Town, as with every employer today, is becoming more difficult.

In order to research and implement a successful program, staff are requesting utilizing the funds set aside by Council to hire an organization or consultant to assist in researching and planning for a pay for performance program for non-union staff. Currently, there is no internal expertise in implementing a pay for performance program within a small urban/rural municipality.

## **E. The Blue Mountains Strategic Plan**

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Goal #4: Promote a Culture of Organizational & Operational Excellence  
Objective #1 To Be an Employer of Choice  
Objective #4 To Be a Financially Responsible Organization  
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

## **F. Environmental Impacts**

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Not Applicable

## **G. Financial Impact**

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\$60,000 was allocated for this project within the 2019 approved budget from the Human Resources Reserve.

## **H. In Consultation With**

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Shawn Everitt, Chief Administrative Officer

Ruth Prince, Director of Finance and IT Services

Sam Dinsmore, Deputy Treasurer/Manager Budgets and Accounting

## **I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Jennifer Moreau, Director Human Resources, [hr@thebluemountains.ca](mailto:hr@thebluemountains.ca).

## **J. Attached**

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Not applicable

Respectfully submitted,

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Jennifer Moreau  
Director of Human Resources

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