



## Compensation

### Human Resources

#### Statement

The Brantford Public Library (BPL) compensates its employees for their services in a way that attracts, retains and motivates competent people in accordance with the Pay Equity Act and the Employment Standards Act.

The Library Board is responsible for approving changes to the pay structure on an annual basis based on recommendations by the CEO/ /Chief Librarian. This increase shall not be less than the negotiated increase with CUPE local 181.

The Library Board sets the compensation for the CEO/ /Chief Librarian.

#### Purpose

The Brantford Public Library (BPL) endeavours to reward its employees in a way that provides an opportunity to gain fulfillment in their careers. The Library recognizes that it operates in a very competitive environment where a skilled and engaged workforce is valued for its' contributions.

The Library ensures pay structures are responsive to prevailing market conditions with a particular focus on the public sector; both locally and regionally that will enable it to attract and retain well- qualified employees.

Pay structures provide a mechanism to recognize an employee's performance and are determined through a combination of job evaluation (to establish and maintain internal equity) and market surveys to measure and ensure external competitiveness.

#### Scope

This policy applies to all non-union full time or part time permanent employees of the Brantford Public Library who have successfully completed their probationary period.

#### Defined Terms

**Promotion:** Moving to a position of greater responsibility or scope which is in a higher pay grade of the pay structure.

**Market Increase:** Provided to all non-union employees at a rate recommended by the CEO/ Chief Librarian, approved by the Library Board, and is contingent on the overall financial stability of the organization. The pay structure is increased to reflect the Market Increase.

**Job Evaluation:** A system of determining the value of a job in relation to other jobs in an organization to assess their relative worth for the purpose of establishing a pay structure.

**Acting Assignments:** A temporary assignment an employee takes on of a vacant position which is at a higher pay grade.

**Pay Structures:** A pay structure is a group of pay bands that set out the organizations salary compensation.

**Lieu Time:** Paid time off work instead of receiving overtime pay..

**Travel Time:** Time to travel to another location that is not the employee's regular place of work.

**Red-Circled:** Occurs when an employee's salary is above the maximum of the salary range for their job.

**Salary Range Maximum:** The salary range maximum represents the highest pay rate for jobs in the salary band.

**Salary band:** A group of jobs that are approximately equal as determined by the market surveys/job evaluation process. The jobs in a salary band are treated the same for salary purposes, even though employees may earn different salaries and have different responsibilities.

**Salary Range:** The spread from the minimum salary to the maximum salary of the band. Employee salaries are to be administered within the established range for the band.

**Job Information Questionnaire (JIQ):** Consists of a range of questions about the duties, skills, and responsibilities of the position. The JIQ information will be used to evaluate the responsibilities of the job and to determine the appropriate pay band.

## Procedure

### Job Evaluation

A request for job evaluation is triggered in response to re-organizations, approved new positions, or changes to the required qualifications, duties and responsibilities of an existing position. Position descriptions are prepared by the Manager/CEO in consultation with the incumbent (where applicable)

A request for re-evaluation may result from the review of the position description undertaken between the incumbent and the Manager/CEO during annual performance reviews process.

All positions that are to be evaluated through the job evaluation process must have a “Job Information Questionnaire” completed and signed by the incumbent (if applicable), and Manager/ CEO.

The completed Job Description and Job Evaluation Questionnaire will be evaluated by a consultant to ensure continuing equity and neutrality of the Job Evaluation System.

No later than 30 days following the date of written notification of the results of job evaluation, an incumbent who feels that a position has been inappropriately classified on the Pay Structure can request a meeting with the Manager/CEO and the consultant to discuss their concerns. The consultant will provide a formal written response of the appeal outcome.

Through the process of a job evaluation review or appeal it is understood that the outcome may result in a grade adjustment, either upwards, downwards or remain unchanged.

The effective date of a reclassification of a position will be the first day of the pay period following the date the Request for Evaluation/Re-evaluation.

### **Salaries**

Positions are assigned to a salary band as a result of the job evaluation process. Employees are paid within the salary range for the pay grade to which their positions are assigned.

Annual increases may be made to the pay structure, as required, based upon internal and external factors. Adjustments are determined after taking into consideration the rise in the cost of living, financial circumstances, and market data .The Library regularly participates in salary surveys to obtain market salary data and to assess the Library’s competitiveness with the external market. When an adjustment to the structure is approved, the new salary structure normally comes into effect on January 1st of a year.

### **Starting Salary**

The starting salary of new employees is determined based on the salary range for the pay grade their position is assigned to, the employee’s skills, competencies, qualifications and relevant experience, and market conditions. The starting salary of all new hires must be approved by the CEO/Chief Librarian.

In order to maintain internal equity and to ensure consistency within the salary administration system, the recommended hiring range for all positions is Step I of the appropriate salary band.

In some cases, based on the candidates experience and the market the new employee will be hired above Step I

### **Market Increase**

A market increase to salaries may be provided on an annual basis to all non-union employees at a rate recommended by the CEO/ Chief Librarian, approved by the Library Board, and is contingent on the overall financial stability of the organization. This increase normally comes

into effect on January 1st of a year. All increases will be retroactive to a date approved by the Board.

### **Step Increase**

Movement through the salary range is based on performance. To be eligible for a step increase the employee must have completed their probationary period, and have received a satisfactory performance evaluation. Step adjustments are awarded to eligible employees on their anniversary date.

Employees are eligible for a step increase until their salary reaches maximum salary of the band, the market rate for the position.

### **Promotion**

An employee who is promoted to a position in a higher pay grade is eligible to receive a promotional increase.

The amount of the increase in salary should take into consideration the same factors that are used to determine starting salary for a new employee, such as the employee's skills, competencies, qualifications and relevant experience, and market conditions.

A promotional increase will, at least, place an employee at the minimum of the new salary grade.

### **Reclassification to a Higher Grade**

An employee whose current position is reclassified to a higher pay grade will normally receive an increase to place their new salary on the step in the new pay grade that is equal or just above their current compensation.

### **Reclassification to a Lower Grade**

An employee's whose current position is evaluated at a lower pay grade level as a result of organizational requirements (e.g. reorganization reassignment of duties, etc.), will retain their existing salary.

If at the time of the grade change the employee's salary is higher than the maximum of the lower graded position, their salary will be red circled and they will not be eligible for increases until their salary drops below the maximum of the range.

### **Acting Assignments**

An acting assignment is when an employee takes on the work of a vacant position which is at a higher pay grade and this work constitutes a significant portion of the employee's job.

During the period of the acting assignment the employee is paid within the grade appropriate to the additional duties and responsibilities, but not less than the minimum of the range.

## **Additional Work**

Work at the same grade level. If additional work is assigned from the same grade level, such as in the case of a vacancy at the same grade level, a premium of 10% will be paid from the first day of the assignment if it exceeds 20 days. This payment will be made as a lump sum at the end of the assignment.

## **Lieu Time**

Lieu time is paid time off work instead of receiving overtime pay for all approved hours worked in excess of regular work hours; i.e. in excess of 35 hours per week.

Lieu Time may be accumulated to a maximum of 35 hours. This 35 hour bank can be replenished as time is used. There will be no credit for hours worked if these hours, when added, exceed the 35 hour limit.

Lieu time may be carried over year to year but will not be paid out when an employee leaves the Library.

Time will be accumulated at a 1 hour worked for 1 hour lieu time.

This applies to supervisory/management staff with no entitlement for overtime under Employment Standards legislation.

Non-union staff in non-supervisory positions will continue to accumulate lieu time with no cap at the rate of 1.5 hours for every hour worked.

## **History**

**Supersedes:** Not applicable

**Background documents, related policies:** Employment Standards Act, Pay Equity Act

**Approval Date:** April 2018

**Revision History:** Not applicable

**Projected Review Period:** Not applicable

**Author:** Human Resources Manager

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