

EXEMPT STAFF COMPENSATION

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| COMMITTEE: | Senior Leadership Team | PASSED: | 23 July 2015 |
| TOPIC: | Compensation and Benefits | AMENDED: | |
| | | REVIEW PERIOD: | As required. |

MANAGEMENT GUIDELINES

The following guidelines are used to implement the Exempt Staff Compensation Policy.

1. SALARY ADMINISTRATION

Guideline: Application of salary ranges to individual positions and employees will be equitable and open

Salaries on Appointment to Regular Positions

When an applicant is appointed to a regular position the salary rate offered shall be not less than the minimum of the pay band for the position.

In recognition of particularly relevant experience or market demand, the employee may be appointed at a rate above the minimum range. The step placement of the employee's salary shall be determined by the Director of Library Services in consultation with the Human Resources Advisor.

Salaries on Promotion

Upon promotion to a higher pay band position, the employee's salary shall be placed at the first step in the higher range which results in a pay increase.

With the approval of the Director of Library Services, an additional increase may be granted provided the resulting salary does not exceed the job rate for the position.

Salaries While Acting in a Senior Capacity

Refer to: EXEMPT STAFF ACTING FOR THE DIRECTOR OF LIBRARY SERVICES (B-HR- 03)

Salaries Upon Upward Reclassification

Where an employee's position is reclassified through the application of the exempt job evaluation system and approved for placement in a higher pay band, the employee's salary shall be placed at the first step in the higher range which results in a pay increase.

With the approval of the Director of Library Services, an additional step increase may be granted provided the resulting salary does not exceed the job rate for the position.

Salaries Upon Downward Reclassification

Where an employee's position is reclassified to a lower pay band positions, through the application of the job evaluation system, the employee's salary shall be frozen ('red circled') until such time as the job rate for the new lower pay band meets or exceeds the employee's red circled salary rate.

When the pay band for the position meets or exceeds the red circled salary, the employee's salary will be placed at the job rate and the employee will once again be eligible for market or other pay band increases.

Salaries Upon Demotion

Where an employee is moved to a position in a lower pay band, the employee's salary shall be reduced to the job rate of the new position.

With the approval of the Director of Library Services the employee's salary may be frozen (red circled) until such time as the job rate for the new lower pay band meets or exceeds the employee's red circled salary rate.

2. SALARY INCREMENTS

Guideline: In recognition of assessed performance, salaries may be increased by increment steps within the pay band.

Salary Increment Amounts

Subject to satisfactory performance, the Director of Library Services may approve an increment step increase in the employee's salary annually until the job rate is reached.

At the discretion of the Director of Library Services, and upon recommendation by the Library's Human Resources Advisor, the employee's salary may be increased an increment step at the successful completion of the probation period (e.g., six months)

In situations where an employee's performance has not been satisfactory, the increment increase will be withheld until such time as the employee has demonstrated improved performance.

3. EXEMPT POINT FACTOR JOB EVALUATION SYSTEM

Guideline: The Library will maintain a point factor job evaluation system to ensure the relative value of all exempt positions are correctly ranked in relation to one another in an equitable, gender neutral, consistent and effective manner, and properly recognize those aspects of work which are valued by the Library. [See below for Appendix A: Point Factor Plan Summary]

Classification of New Exempt Staff Positions

The Director of Library Services is responsible for the completion of a job information questionnaire.

The Human Resources Advisor will interview the Director and apply the point factor job evaluation system. A written summary of the factor application and job description shall be prepared and provided to the Director.

Classification results shall go to the Human Resources Committee. The Committee shall then make a recommendation to the Library Board. If there is not agreement on the classification results the decision may be appealed first to the Human Resources Committee, then to the Board for decision. The Board's decision shall be final.

Reclassification of Exempt Staff Positions

In the event of substantive changes in the scope, duties and responsibilities of a position, the incumbent will complete a job information questionnaire. The Director of Library Services will review and approved the questionnaire.

The Human Resources Advisor will interview the incumbent (and Director, if necessary), and apply the point factor job evaluation system. A written summary of the factor application and a revised job description will be prepared and provided to the incumbent and Director of Library Services.

Reclassification results shall go to the Human Resources Committee. The Committee shall then make a recommendation to the Library Board. If there is not agreement on the classification results the decision may be appealed first to the Human Resources Committee, then to the Board for decision. The Board's decision shall be final.

4. MARKET COMPENSATION ANALYSIS

Annual Review

Annual salary scale adjustments will be considered based upon an analysis of factors including bargained increases by other employee groups, wage adjustments in other Lower Mainland public libraries and changes in the CPI for Vancouver.

Triennial review

In order to assess the competitive position of the salary range, the Manager, Human Resources will undertake a compensation market review of the benchmark positions in the relevant labour market every third calendar year. The relevant labour market includes those organizations from which an employer recruits and to which it loses employees. In addition to similar-sized libraries, the review should also include other public and private sector employers, where possible.

Market Salary Scale Adjustments

Exempt salary scale will be adjusted to maintain the salary administration policy line of the 60th percentile of comparable Lower Mainland libraries positions and/or the 60th percentile of comparable public/private positions, where it is deemed appropriate and fiscally responsible. Adjustment recommendations are made by the Human Resources Committee to the Library Board.

Where unique circumstances market conditions occur which justify adjustment to the salary range for a position in order to attract or retain individuals, the Director of Library Services shall consult with the chairs of the Human Resources Committee, the Finance and Infrastructure Committee and the Library Board, and upon agreement, the Director may approve an attraction or a retention adjustment of up to 10%. These adjustments will be reviewed triennially and may be subject to elimination or red-circling if the adjustment is no longer warranted.

Appendix A: Point Factor plan summary

District of North Vancouver Job Factors

| | Factor | Levels | % of total |
|---|---|--------|------------|
| 1 | Education & Training – minimum level of formal education required to perform the job (not an assessment of incumbent’s education). Also includes formal designations or accreditations. | 6 | 14% |
| 2 | Experience – the length of time typically required by an individual with the education level selected in factor one. Recognizes on-the-job training for specific skills. | 8 | 16% |
| 3 | Internal Communication – the degree of interpersonal skills required in relating and communicating with others internal to the District. Includes communication with Council and Unions but does not include supervisory responsibilities. Considerations: purpose; frequency; type and level; nature of subject matter; interpersonal skills required. | 7 | 9% |
| 4 | External Communication - the degree of interpersonal skills required in relating with and influencing others external to the District. Considerations: purpose; frequency; type and level; nature of subject matter; interpersonal skills required. | 7 | 9% |
| 5 | Complexity – the complexity of job responsibilities, including the nature of work, the type of information available to guide decision-making, and the requirement for analysis in order to develop solutions to problems on a regular basis. Considerations: routine and repetitive or unique and without precedence; number of variables involved and interconnection; extent guided by supervision, established methods and procedures; requirement for planning, analysis, creativity and originality in problem solving. | 5 | 17% |
| 6 | Consequences – the impact and scope of actions and decisions, including the probable effect of errors or omissions caused by errors in decision-making through poor judgment and/or insufficient preparation and/or lack of attention to detail. Considerations: impact on other functional areas of organization; timeframe for detecting error; financial loss; impact on residents/taxpayers; negative public image; negative employee morale; overall impact of the error and action required to correct it. Does not include deliberate mistakes or malicious intent. | 6 | 15% |
| 7 | Supervisory Responsibility – the responsibility to lead, coach or advise others. Line positions oversee, directly as well as indirectly, the work of others; staff positions may not directly supervise but provide advice, functional direction and/or training across the organization. | 8 | 10% |
| 8 | Effort – the requirement for physical and sensory exertion. Considerations: frequency and duration; the extent to which the incumbent has a choice of actions and can take steps to mitigate the effects (change tasks, take a break). | 5 | 6% |
| 9 | Working Conditions – the frequency of exposure to undesirable or disagreeable conditions. Considerations: frequency and duration; exposure to fumes, noise, extreme temperatures; potential for injury. | 5 | 4% |