



Municipality of the County of Kings

Non-Union Salary Administration Policy

Policy Category	Human Resources	Most Recent Amendment	May 4, 2021
First Council Approval	December 3, 2019	Future Amendment Date	March 2025

1. Purpose

The Municipality maintains a salary administration program that endeavours to be internally equitable and externally competitive, affordable for the Municipality, which is used to recruit and retain qualified, motivated, and productive employees.

This Policy:

- 1.1 Expresses the principles of salary administration as it applies to non-union employees;
- 1.2 Ensures a process to determine fair and equitable compensation for positions and related duties within the Municipality;
- 1.3 Identifies the components of the salary administration program;
- 1.4 Identifies circumstances under which an employee’s salary may be changed; and
- 1.5 Provides guidance for determining the starting salaries of new employees.

2. Scope

- 2.1 This Policy applies to all non-union employees of the Municipality, excluding the Chief Administrative Officer.
- 2.2 The Chief Administrative Officer’s salary shall be determined through a contract negotiated with Council.
- 2.3 The Collective Agreement shall determine salary administration for union employees.

3. Definitions:

- 3.1 Council: means the Council for the Municipality of the County of Kings.
- 3.2 Employee: for the purposes of this policy, means all full-time non-union employees of the Municipality, including all management positions and all non-union/non-management positions, excluding the Chief Administrative Officer.
- 3.3 Municipality: means the Municipality of the County of Kings.
- 3.4 Hiring Manager: means the Manager or Director who is filling a position within the Hiring Manager’s department. Typically, the Hiring Manager is the immediate supervisor to the new hire.
- 3.5 Performance Review: means an annual review completed by an employee and the employee’s supervisor which is used to evaluate the employee’s past job performance as it relates to expectations surrounding the strategic goals of the Municipality and the employee’s job description. It also establishes goals and expectations for the upcoming review period.
- 3.6 Probationary Period: means the period of time allotted to management to evaluate a new employee’s performance.

4. Policy Statements

Salary Administration Components

- 4.1 Starting Salaries
 - 4.1.1 By default, newly-hired employees will start at the minimum rate of pay within the salary range for the position.

- 4.1.2 Notwithstanding 4.1.1, there may be circumstances when it is determined that a rate of pay higher than the minimum is necessary to hire a candidate or to acknowledge previous related experience. Factors that may be considered are:
 - 4.1.2.1 Candidate’s knowledge, skills, and/or experience related to the position;
 - 4.1.2.2 Candidate’s salary from previous employment;
 - 4.1.2.3 Market salary rate for the position; and/or
 - 4.1.2.4 Salary relative to subordinates, peers, and supervisor.
- 4.1.3 Should the hiring manager wish to hire a new employee at a higher rate of pay than the minimum, they shall provide a rationale by using the Salary Rationale Form appended hereto as Appendix A. This form shall be completed by the Director of the Department and approved by the Chief Administrative Officer (CAO) before a salary offer is made to the candidate.

4.2 Performance Evaluations

- 4.2.1 All non-union employees will participate in an annual Performance Review as established in Policy HR-06-015 Employee Performance Management.
- 4.2.2 The annual Performance Review shall generate an overall performance evaluation rating, ranging from Unsatisfactory to Superior. Each of these ratings will be associated with a percentage increase as established in Table 1:

Evaluation:	Percentage Increase:
Unacceptable	0.00%
Needs Improvement	0.00%
Meets Expectations	1.00%
Exceeds Expectations	1.50%
Superior	2.00%

4.3 Range Adjustments

- 4.3.1 To ensure non-union employees maintain the same standard of living on a year-over-year basis, adjustments will be made to existing salary ranges based on a five-year rolling average of the annual Consumer Price Index (CPI) for Nova Scotia (June – all items) as published by Statistics Canada.

4.4 Increases within Existing Salary Ranges

- 4.4.1 Increases within the existing salary ranges for non-union employees will be based on a combination of the employee’s Performance Review rating, as determined in section 4.2.2, and the five-year rolling average of the annual Consumer Price Index (CPI) for Nova Scotia, as determined in section 4.3.1, and shown in Table 2.

Evaluation	Performance	CPI	Total
Unacceptable	0.00%	N/A	0.00%
Needs Improvement	0.00%	5 year CPI	5 year CPI
Meets Expectations	1.00%	5 year CPI	1.00% + 5 year CPI
Exceeds Expectations	1.50%	5 year CPI	1.50% + 5 year CPI
Superior	2.00%	5 year CPI	2.00% + 5 year CPI

- 4.4.2 New employees will participate in a Performance Review prior to the completion of their Probationary Period. Employees that have completed their Probationary Period may be

eligible for a Performance Review increase, as well as a CPI increase. Both increases will be pro-rated based on the length of the Probationary Period if it is less than one year. Those employees who have not completed their Probationary Period will only be eligible for the pro-rated CPI increase.

- 4.4.3 Changes to salaries shall become effective June 1st of each year.
- 4.4.4 If an employee's pay rate reaches the upper end of the salary range for their position (the maximum pay rate), their pay rate would then only increase annually by CPI as determined in section 4.3.1.
 - 4.4.4.1 The CAO may approve a Performance Review increase as determined in section 4.2.2. This one-time increase shall be considered a one-time lump-sum payment, and will not be added to the employee's base salary on an ongoing basis.
- 4.5 External Salary Reviews
 - 4.5.1 External salary reviews shall be conducted for non-union position salary ranges every four (4) years to ensure the Municipality remains competitive and therefore capable of attracting and retaining talented employees.
 - 4.5.2 Salary reviews may result in adjustments to existing salary ranges.
 - 4.5.2.1 If a salary range is increased as a result of the salary review, the salary range shall be adjusted upward. In this instance, the affected employee's salary will be increased by the percentage change between the previous salary range and the revised salary range.
 - 4.5.2.2 If there is a decrease to a salary range, there will be no decrease to the employee's current salary.
 - 4.5.3 The CAO shall consider situations whereby an employee's salary may be increased by a higher percentage, subject to the position taking on additional duties.
 - 4.5.4 All salaries are dependent on annual budgets as approved by Council. Salary increases may be provided over multiple years depending on budgetary constraints.
- 4.6 Job Descriptions
 - 4.6.1 Every non-union position in the Municipality shall have a complete, accurate, up-to-date job description that describes the essential functions and job-related qualifications and demands of the job. Information from job descriptions will be utilized in recruitment and selection, salary administration, training and development, and performance planning.
 - 4.6.2 Job descriptions for all positions will use a standard format and include the title of the position, position summary, reporting structure, job duties and responsibilities, and required qualifications and training.
 - 4.6.3 New job descriptions require CAO approval and will be administered by the Human Resources Manager.
 - 4.6.4 In the event it becomes necessary to make significant changes to the duties and responsibilities of an existing position, a revised job description will be prepared in consultation with the Human Resources Manager, and approved by the Director of the department. Should duties be added to a position, the Director may recommend to the CAO that the salary be adjusted accordingly per section 4.5.3.
- 4.7 Temporary Assignments
 - 4.7.1 If an employee is temporarily assigned to, and designated the duties of, another position for which the rate of pay is higher than the rate of pay for the employee's regular position, and the employee is assigned to and performs in that capacity for at least two (2) days in one pay period, the employee shall receive an additional \$50 for each day in the acting role.

5. Responsibilities

- 5.1 Council will:
 - 5.1.1 Ensure the Municipality has a current and comprehensive policy to administer non-union salaries;

- 5.1.2 Review, amend, and adopt changes to this Policy as required; and
- 5.1.3 Approve the overall salaries budget as part of the annual budgeting process.

- 5.2 The Chief Administrative Officer or designate will:
 - 5.2.1 Implement and administer this Policy;
 - 5.2.2 Identify and propose necessary revisions to this Policy as required;
 - 5.2.3 Approve individual salaries within approved ranges; and
 - 5.2.4 Develop and follow a Standard Operating Procedure to verify salaries are within the budget approved by Council, and are reconciled against amounts paid.

- 5.3 Non-Union Employees will:
 - 5.3.1 Be familiar with and act in accordance with this Policy.

6. Amendments

Date	Amendments
May 4, 2021	New definitions, wording clarified, clarification of CAO's responsibilities.

**Appendix A
Salary Rationale Form**

This form is to be used only if new employee is NOT being hired at the minimum rate.

Position Title	
Position Salary Range	
Candidate Name	
Minimum Salary (default)	\$
Proposed Salary	\$

Supporting Rationale

Explain in detail why this candidate should be hired at a level higher than the minimum level. Include reference to the candidate's knowledge, skills and abilities, their previous salary level, competitive salary information (if available), relationship to peers, subordinates and supervisor, and any other relevant details.

Recommended

Hiring Manager

Date

Concurred

Director of Department

Date

Approved

Chief Administrative Officer

Date