

THE CORPORATION OF THE
CITY OF WHITE ROCK
15322 BUENA VISTA AVENUE, WHITE ROCK, B.C. V4B 1Y6



POLICY TITLE: EXEMPT COMPENSATION

POLICY NUMBER: HUMAN RESOURCES - 403

<i>Date of Council Adoption: November 3, 2008</i>	<i>Date of Last Amendment: July 27, 2015</i>
<i>Council Resolution Number: 2008-IC-073, 2013-134, 2015-285</i>	
<i>Originating Department: Human Resources</i>	<i>Date last reviewed by the Governance and Legislation Committee: July 13, 2015</i>

Policy:

Compensation Philosophy

The City of White Rock's compensation program will be reflective of the City's mission of building community excellence through effective stewardship of all community resources and values of excellence, respect, integrity, responsibility, accountability and value and, community participation in government.

The City will consider its competitive market place, the relative value of each position, individual performance, qualifications and experience when compensating individuals. The compensation plan will be designed to enable the City to successfully attract, engage, retain and motivate employees. The total compensation program offered includes wages/salary and a wide range of benefits and will reward individuals for their overall contributions through a performance based and feedback culture.

Principles:

- **Objective:** Transparently aligned to and in support of short and long term strategies and wherever possible, linked to quantitative metrics to measure achievement.
- **Performance Based:** Reflects the type and quality of work performed, recognizes differences in performance and reinforces desired behaviours.
- **Clear and understandable:** Clearly defined and consistently communicated on an ongoing basis, ensuring protection of privacy where applicable.

Principles Continued:

- **Competitive:** Regularly monitor the external municipal market to ensure competitiveness and consistency with desired market position on a total compensation basis reflecting the economic value of jobs.
- **Affordable:** Balances market competitiveness with the ability to pay for the desired competitive position and demonstrates the appropriate expenditure of public funds.
- **Limitations:** All compensation decisions are subject to policies and approval processes established by Council Policy, HR Directives, carriers and/or legislation.

Purpose

- Recruit and retain qualified employees
- Increase or maintain morale/satisfaction
- Reward and encourage peak performance
- Reduce turnover and encourage longevity of employment with the City

Responsibility

1. Council

- Authorize changes to the compensation policy and market position.
- Authorize changes to the Chief Administrative Officer's compensation adjustments.

2. Chief Administrative Officer

- Evaluate and recommend changes in the compensation policy to Council.
- Authorize the composition of the exempt market comparators.
- Evaluate and authorize compensation level adjustments for all exempt staff.
- Hear appeals on compensation matters.

3. Director of Human Resources

- Recommend the composition of the exempt market comparators to the City Manager.
- Develop and maintain an ongoing liaison with the identified market comparator organizations.
- Develop recommendations for revisions to the compensation policy, systems and procedures as required.
- Prepare and recommend to the Chief Administrative Officer, compensation adjustments resulting from market information.
- Implement authorized compensation program adjustments.
- Communicate information to employees.

Guideline for Administration

Market Comparators – recommended by the Director of Human Resources to the Chief Administrative Officer based on various existing market conditions.

Market Position – maintain 50% percentile of selected market for wages/salary and 30% of payroll for exempt benefits.

Market Review Periods – recommended that exempt compensation reviews occur in alignment with the collective bargaining cycles.

Review of comparator market would begin in January of the expiration year of the CUPE Collective Agreement.

Periodic events may initiate reviews outside of the bargaining cycles as directed by the Chief Administrative Officer or Council.

Off Cycle Adjustments – in order to maintain market position, ranges would be adjusted annually at the same rate as the CUPE pay scales.

Internal Relativity – base wages/salary will typically be set through a position valuation process based on the following factors:

- Education and experience – or an equivalent combination thereof
- Working relationships
- Responsibility and complexity of decisions
- Initiative
- Leadership
- Impact of Actions

Exceptions may occur on a one time basis based on recruitment and retention pressures, unanticipated workload increases sustained over an extended period of time or on specific talent/skills required to meet strategic priorities.

Senior Management Role – is one at the strategic level where decisions generally have an effect on corporate policy and performance. Manages the human, financial and operational resources and facilitates the achievement of the Departments and/or Councils goals by implementing strategies and provides others with expert advice on issues of current and emerging practices.

Managers Role – is one at a high operational level ensuring overall effectiveness of a functional area leading people.

Technical Specialists Role – is one that provides advanced knowledge in an area of expertise drawing upon knowledge of the principles, practices, and procedures of their area of expertise.

Corporate Support Role – typically performs duties that support other processes and/or roles and may be relatively independent at more senior levels.

Progression – Progression within the scale is authorized by the Chief Administrative Officer for all positions (except the Chief Administrative Officer position) based on qualifications, experience, market conditions and the successful achievement of performance work plan objectives as recommended by the individuals supervisor.

Benefits Committee – An Exempt Benefits Committee, established with at least four (4) exempt employees and chaired by the Director of Human Resources will review the exempt benefits program and the allowances every 2 years. Adjustment recommendations will be provided to the Chief Administrative Officer for approval in accordance with this policy.

Rationale:

This policy has been established to provide for the ongoing administration, planning and outlines consistent processes in regard to the compensation for exempt staff.