

Fact Sheet

Non-Union Compensation and Performance Management System



COTAPSA agrees that a performance management program system, including pay for performance, improves non-union staff performance in meeting goals, objectives, and accomplishments. It also ensures the City is competitive in attracting and retaining talent.

Notwithstanding under the current system there are issues of fairness. Non-union management employees who are responsible for maintaining City operations during any potential labour disruption, emergency situation etc., are treated somewhat arbitrarily when it comes to the Compensation Program.

Facts

Non-union Employees Performance Pay model consists of the following features:

- Performance based salary progression, which allows employees to progress through their salary grade range, from range minimum to maximum, based on individual merit/performance.
- Under the current performance pay model, financial reward of 4.5% (exceeds expectations); 2.5% (meets expectations); 1% (meets most but not all expectations and/or developmental); and 0% (unsatisfactory).
- Employees at the top of their salary range are eligible to receive an annual performance based re-earnable lump sum payment within the performance financial reward of 4.5%, 2.5% or 1% (see above).
- Cost of Living Increase (COLA) is based on a market rate component applied as an *across the board* increase to ranges and salaries, *with the exception of those not meeting their objectives (0%)*.
- 2004, the City moved to a common anniversary date for non-union management employees – Jan. 1 yearly.
- The Pay for Performance form must be completed before any non-union management employee is eligible to receive the COLA and/or merit increase.
- Many Divisions do not comply or adhere to the Pay for Performance March 31, deadline.
- There are non-union management employees who have to wait until December to receive their COLA and/or merit increase. This is not fair and is contrary to the Compensation Program.
- Performance financial reward is conditional upon and subject to Council approval as part of budget deliberations.
- 4.5% (exceeds) is capped at 15% of employees by Division

Union Staff

- No Pay for Performance Program
- Receive negotiated COLA increases and, where applicable, step increases

What does this mean?

1) There is a degree of unfairness as the union negotiates its wages and receives an increase (employees move on scale) no matter what... non-union management employees don't. The Performance Management system is a tool to develop an individual's work but in reality their rating is graded against their colleagues as the "exceeds expectation" rating is capped at 15% per Division.

2) Yearly, on January 1, union staff automatically receive their increases, whereas non-union management employees must go through the pay for performance process, wait for Council's approval of the budget and if approved often times do not see any increase until August.