



# THE CORPORATION OF THE MUNICIPALITY OF KINCARDINE REPORT

**Subject:** HR Policy Updates  
**Director:** Corporate Services  
**Manager:** Human Resources  
**Report Number:** Human Resources-2023-06  
**Meeting Date:** Monday, August 14, 2023

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## **Recommendation:**

That Committee of the Whole recommend that Council approve *HR.01 - Employment Policy* as presented; and

Further that they recommend that Council approve *HR.03 - Compensation & Benefits Policy* as presented.

**Date to be considered by Council:** Monday, August 14, 2023

## **Report Summary:**

This report shares the path forward to replace the Tripartite Agreement and formalizes the approach to creating individual HR Policies and HR operating procedures moving forward. This report seeks approval of the Employment Policy and the Compensation & Benefits Policy from Council.

**Origin:** Required Policy Updates

**Existing Policy:** Consolidated Human Resources Policy Manual (By-Law # 2020-023)

## **Background/Analysis:**

### Overview

The Municipality of Kincardine is committed to maintaining a transparent and fair workplace. It is in the best interest of the Municipality of Kincardine to continually review and update policies, when necessary, to ensure that they remain relevant and align with workplace requirements.

Historically, the Municipality of Kincardine and its employees (management and non-management employees) have negotiated a Tripartite Agreement, essentially a non-union collective agreement, which outlines employment benefits, compensation, and entitlements on an agreed upon schedule. This had been a practice in some smaller municipalities following amalgamation, but most municipalities moved away from this practice in the decade after amalgamation.

In an effort to give the Municipality more flexibility and ability to adapt as the workplace evolves, it was recommended and approved by Council in 2019, to transition from the Tripartite Agreement at the conclusion of the 2019-2023 term and create individual HR Policies and HR operating procedures. This path forward was communicated to employees in 2019 and this approach was re-communicated in June 2023.

In order to move forward with this approach, the Employment Policy and Compensation & Benefits Policy will need to be approved by Council.

### Employment Policy

The Employment Policy is an overarching policy that outlines the objectives that govern employment with the Municipality of Kincardine. It will set broad direction for the development of accountable and transparent human resources policies and procedures that reflect business needs, employment best practices and remain competitive in attracting and retaining a skilled and dedicated workforce.

### Compensation & Benefits Policy

The Municipality is committed to fair and transparent compensation practices that support the achievement of our corporate goals. To ensure that our employees continue to receive a competitive compensation and benefits package, a tool to retain and attract high-quality candidates, we request that Council approve the new Compensation & Benefits Policy.

The Compensation & Benefits Policy will highlight the commitment to provide annual economic adjustments based on CPI and Market & Benefits review commitments. Within this policy, there will be no distinction between management and non-management employees and therefore, all employees will receive the same benefits.

The Municipality has an obligation to maintain pay equity. Pay equity aims to ensure that employers provide employees with equal pay for doing work of equal value. It requires comparing jobs typically done by women with different jobs typically done by men. Future pay equity reviews will be completed by an external consultant at the time of market reviews.

### Next Steps

The approval of both the Employment Policy and Compensation & Benefits Policy is the first step as we move towards creating individual HR Policies and HR operating procedures rather than having a Consolidated Corporate Human Resources Policy Manual. This document will expire on December 31, 2023, and will be replaced with HR operating procedures.

Overarching HR policies will continue to be brought to Council for approval while HR operating procedures will be approved by the CAO in consultation with the Senior

Leadership Team. Any material changes that are made, as a result of reviewing effectiveness, will be communicated clearly to all staff. These HR procedures as independent documents will allow the Municipality greater flexibility to adapt to changes in the work environment.

As part of our communication with staff in June 2023, staff expressed their continued desire to provide input into HR operating procedures. The Municipality has communicated that we will offer employees the opportunity to provide feedback on matters at any time for consideration by the Senior Leadership Team (e.g., benefits, perks, etc.). The Municipality will also provide staff with the opportunity to submit feedback as part of our annual Employee Engagement Survey.

**Financial Implications:** The proposed annual wage increases will be based on 12-month CPI and will be approved by Council in advance of the budget process each year.

**Attachments:**

1. HR.01 - Employment Policy
2. HR.03 - Compensation & Benefits Policy

**Prepared by:** Leanne Gowing, HR Manager

**Submitted by:** Leanne Gowing, HR Manager