



## Committee Report

**To:** Warden Chris Peabody and  
Members of the Human Resources Committee

**From:** Sean Morphy  
Director of Human Resources

**Date:** September 7, 2023

**Re:** 2023 Non-Union Salary Market Review

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### Staff Recommendation:

That the 2023 Non-Union Salary Market Review be received for information.

### Background:

The Compensation Policy (D11) governs all non-union compensation for the County. This policy states that the County will maintain pay equity, internal equity and ensure external competitiveness to the 60<sup>th</sup> percentile with a defined comparator group (the pay market). The County stays compliant with this policy through a salary market review, conducted at least every three years. The comparator municipalities used for the review are:

County of Lambton	Middlesex County
Oxford County	County of Lanark
County of Grey	County of Dufferin
Wellington County	Huron County
Northumberland County	Elgin County

A review was last completed in 2020, and at that time the County was within 1% of the defined pay market range. This review used a sampling of approximately 20% of the positions within the County. Industry best practice is to review all positions when completing a market review. This ensures all positions maintain pay equity, internal equity, and external competitiveness. The last comprehensive review was completed in 2018.

Human Resources engaged the services of Gallagher HR & Compensation Consulting Group to complete the review. Gallagher is familiar with the County as they provide us with job evaluation services, as well as Union pay equity compliance.

Gallagher completed the review, with a special focus on compression issues within the non-union salary grid, recruitment and retention concerns, as well as the external pressures of an ever-increasing minimum wage.

The review found that Bruce County has remained largely competitive in terms of our compensation but has fallen further off the policy target by an average of 3%. An important

factor in this was the decision to keep the 2023 cost of living adjustment (COLA) to 2.85% when the annual inflation rate was 7.1%. COLA was kept at a modest rate in anticipation of this fulsome review.

**Financial/Staffing/Legal/IT Considerations:**

The overall impact to the non-union salary budget is an increase of 2.33% which is equal to \$680,470 including impact to mandatory benefits, effective January 1, 2024.

**Interdepartmental Consultation:**

Corporate Services for Salary Budget preparation.

**Departmental Approval:**

**Approved by:**

Christine MacDonald  
Deputy Chief Administrative Officer