

EDMONTON



MANAGEMENT ADMINISTRATIVE GUIDELINES

Revised April 2011

MANAGEMENT ADMINISTRATIVE GUIDELINES

Table of Contents

Title	Page
Purpose.....	1
Management Compensation Philosophy.....	1
Overview	1
Objectives	1
Guiding Principles	1
Authority	2
Conditions of Employment	2
Hours of Work	2
Earned Day-Off Program.....	2
Overtime and Premiums.....	3
Overtime.....	3
Overtime Bank	4
Sunday Work Premium	4
Statutory Holiday Premium.....	4
Standby Premium.....	4
Pay Administration	5
Salary upon Appointment (External Hire).....	6
Salary upon Promotion (Internal Hire).....	6
Developmental Hire.....	7
Salary upon Lateral Transfer.....	8
Salary upon Job Re-Evaluation.....	8
Salary upon Automatic Progression	9
Salary upon Demotion.....	9
Salary for Acting Appointments	10
Special Assignment, Secondment or Career Development.....	11
Essential Services Pay.....	11
Salary for Part-time Employees.....	11
Performance Administration	12
Probationary Period	12
Performance Rewards.....	12
In-Range Movement.....	13
Exemplary Performance Bonus.....	13
Economic Adjustments.....	13
Termination of Employment	14
Job Evaluation.....	14
Corporate Management Job Evaluation Committee.....	15
Mandate	15
Job Ladders	15
Position Profile Information	16
Requirements.....	17
Competitive Analysis	17

MANAGEMENT ADMINISTRATIVE GUIDELINES

Title	Page
Benefits	17
Health Benefits:	17
Time-Off Benefits:	18
City Benefits:	18
Miscellaneous Benefits:.....	18
Holidays	19

Attachments

- 1. 2010 Management Salary Schedule
- 2. Pro-Rating Performance Rewards
- 3. Management Review and Appeal Board
- 4. Job Evaluation, Career Progression and Pay Administration for Engineers

PURPOSE

To provide information about the total compensation package for Management / Professional employees (“employees”) of the City of Edmonton, and pay administrative guidelines in support of Administrative Directive A1114B: Management / Professional Employees’ Compensation.

MANAGEMENT COMPENSATION PHILOSOPHY

Overview

The City of Edmonton provides employees with a total compensation package that recognizes the need for external competitiveness and internal equity, and balances that with a need to reward performance and results.

This package includes a combination of base salary, benefits and performance recognition pay that will contribute to the City of Edmonton being able to attract and retain a highly motivated and diverse employee talent pool.

Objectives

The following are the objectives of the City of Edmonton’s compensation philosophy for employees:

- Establish a compensation system that recognizes the relative internal value and external competitiveness of each job family
- Establish a benefit package that recognizes the value in comparison to the relevant comparator markets
- Reward employees on the basis of work performance and results achieved
- Administer pay equitably and consistently

Guiding Principles

- Our compensation foundation will be internal equity, based on a job classification system that uses factors of responsibility, complexity, working relationships, and knowledge
- Our external comparator market will be confirmed by Senior Management Team (SMT)
- We will target our compensation at market average based on the appropriate external comparator market
- We will provide a benefit package with an element of flexibility that is competitive with our external comparator market
- Individual performance is central to individual compensation decisions and is established through the annual employee performance review process

Authority

The Management Administrative Guidelines (the "Guidelines") have been approved by the City Manager, and their interpretation and administration delegated to Human Resources (HR) Compensation.

Any variation in the application of these Guidelines requires that the business area review the circumstances with HR Compensation before any recommendation is forwarded to the City Manager for further review.

CONDITIONS OF EMPLOYMENT

Hours of Work

The normal minimum bi-weekly hours of work is 73.8, Monday to Friday, or such other work schedules as designated by the supervisor.

Earned Day-Off Program

Employees may be eligible to participate in the earned day-off (EDO) program depending on the operational needs of their work area ([ADMINISTRATIVE DIRECTIVE – COMPRESSED HOURS OF WORK](#)).

The following schedule, effective January 3, 2010, reflects the approved annual EDO entitlements based on salary grade:

Management Level	EDO's
Branch Managers	12
ML4 / MS4 Directors	12
All Remaining Employees	19

If approved to participate in the EDO program, the employee must still work the minimum 73.8 bi-weekly hours. However, the actual daily hours of work will vary depending on the number of EDO's the employee is entitled to:

# of EDO's	Normal Daily Hours of Work
19	8.0 hours per day
12	7.75 hours per day
0	7.38 hours per day

EDO guidelines include:

- Employees are expected to arrange medical and/or dental appointments on their EDO's whenever possible
- If an employee works on their EDO, another day off in-lieu may be arranged with their supervisor. This would be consistent with the principles of the EDO program that no additional cost would be incurred by the corporation upon implementation
- Employees may request to bank up to 3 EDO's and may take them at a time mutually agreeable between the employee and their supervisor
- EDO's must be taken within the current year and cannot be carried forward to the next year or be paid out
- Annual entitlements should be pro-rated for extended absences or appointments that start after the beginning of the year

OVERTIME AND PREMIUMS

Overtime

Employees may decide to work additional hours, without specific direction, for short or irregular periods to achieve the goals or meet operational challenges of the work area. In absence of the employee meeting the overtime criteria below, such additional hours are not compensable.

Where the supervisor requires the employee to work overtime, the following criteria will be used to determine eligibility for overtime compensation:

- Only positions in salary grades ML2/PT3/PE3 or below are eligible
- No employee shall work overtime or be entitled to receive overtime pay unless the hours of required overtime work are pre-authorized by the supervisor
- No pre-authorization shall be provided, unless the overtime work represents a genuine and immediate need to the work area
- Overtime is only paid for hours exceeding the *normal daily hours*¹, and will be paid at a rate of 1.5 times the employee's regular rate of pay
- Overtime will be paid out to the employee on a bi-weekly basis (in accordance with Table 1)
- When an employee is required to work on an EDO, the employee will be permitted to arrange an alternate day off with their supervisor. Accordingly, no overtime is payable

¹ Based on minimum bi-weekly work hours of 73.8 for full-time management employees, and their approved EDO schedule

Overtime Bank

Employees may, at their option, credit the dollar value of compensable overtime to an “Overtime Time-Off Bank” up to a maximum dollar equivalent of 73.8 hours at the employee’s regular pay rate.

The time off with pay, in place of overtime pay, shall be taken and paid at the employees regular pay rate at a time mutually agreed to between the employee and the department, and no later than 90 calendar days from the end of the pay period in which it was earned.

If such time off with pay, in place of overtime pay, is not taken within this 90 calendar day period, then the employee shall request and be paid at the overtime rate for all the overtime hours worked with respect to which time off with pay has not been taken and paid.

To activate this overtime banking option, the employee must enter the time into PeopleSoft as banked overtime (BOH), rather than paid over time (TOH).

Sunday Work Premium

Employees in salary grades ML2/PT3/PE3 or below, who work regular rotating shifts, will be compensated for each hour worked on Sunday at 1.25 x their hourly rate (bi-weekly rate divided by 73.8).

Statutory Holiday Premium

Employees in salary grades ML2/PT3/PE3 or below, who work regular rotating shifts and their regular day of work falls on a statutory holiday, and any other employees that are required by their supervisor to work on a statutory holiday, will be compensated for each hour worked at 1.5 x their hourly rate. In addition, they will receive the normal salary for the day. Where the statutory holiday also falls on a Sunday, the Sunday Work Premium will also apply.

Example: An employee who works 7.38 hours per day on a regular rotating shift is scheduled for a shift on Easter Sunday. The employee’s hourly rate of pay is \$30. Recognizing the Sunday work premium and the statutory holiday pay, the employee will be paid as follows for this shift:

$$(\$30/\text{hr} \times 1.25) \times 7.38 \text{ hrs} + (\$30/\text{hr} \times 1.5) \times 7.38 \text{ hrs} = \$608.85$$

No premium rate of pay would result from the example employee working Easter Monday, which is a day off in lieu of the statutory holiday, as the employee has already been compensated at a premium rate of pay for working the holiday.

TABLE 1 - Identifies appropriate rate to pay in different overtime (“OT”) and holiday scenarios:

Situation	Overtime Rate	Comments
OT worked on normal working days in excess of normal daily hours	1.5 x hourly rate of pay	To determine hourly rate of pay, divide bi-weekly salary by 73.8
OT worked on 1 st designated day of rest (after working normal bi-weekly hours)	1.5 x hourly rate of pay	
OT worked on 2 nd designated day of rest, when 1 st day of rest worked as well	2 x hourly rate of pay	This rate of pay applies only to hours on 2 nd day
Hours worked on designated EDO	No OT paid, but alternate day off arranged	
Hours worked on a statutory holiday (not part of normal work schedule)	1.5 x hourly rate of pay for hours worked on holiday	Employee also receives a day off in lieu of statutory holiday
Hours worked on a statutory holiday (part of normal work schedule)	1.5 x hourly rate of pay for hours worked on holiday	Employee also receives normal salary for statutory holiday

Standby Premium

Standby duty requires that an employee be available and able to report or respond immediately to work related problems, which by its very nature, places significant restrictions on the type of activities that an employee can do after normal working hours.

Eligibility for Standby Premium is based on the following:

- Employees in salary grades ML2/PT3/PE3 or below
- Written approval from the supervisor to be on standby
- When required to be on standby service, an employee must be available and in proper physical condition to perform the required duties ([DRUG AND ALCOHOL DIRECTIVE](#))

The assignment of a paging device or cell phone does not imply required standby. The employee must meet the above eligibility requirements to be eligible to record Standby.

Standby Pay should be paid using the following time reporting codes in PeopleSoft:

- MGSB1 Evening to Morning 1 paid hour per period
- MGSB2 Off Days (excluding EDO's) 2 paid hours per 24 hour period
- MGSB3 Statutory Holidays 1 paid hour per 6 hours on standby

PAY ADMINISTRATION

All employees shall be compensated within the salary range (see **MANAGEMENT SALARY SCHEDULE**) in which their positions are evaluated, and in line with their performance and qualifications. The exception to this is employees who are hired in developmental ranges.

Each salary grade has four administrative points within their salary range:

- Developmental entry – range from 70% to 79.9% used when employee does not meet full job qualifications
- Normal entry – starting salary for employee meeting minimum job qualifications
- Midpoint
- Job rate – maximum salary of the pay range, which should not be exceeded

70%	80%	90%	100%
Developmental Entry	Normal Entry	Midpoint	Job Rate

Each point is determined by a comparison ratio (CR) to the job rate (100%) of the salary grade.

Once an employee’s starting salary is established, progression through the salary range is based on achieving satisfactory performance (see **PERFORMANCE**).

Salary upon Appointment (External Hire)

When determining a starting salary for the new employee that meets the job level qualifications, the following factors should be taken into account:

- Qualifications compared to those posted for the position
- Education and experience relative to their peers (internal equity)
- Availability of this skill set in the current employment market
- If applicable, salary relationship of new employee to subordinates. Under normal circumstances, a minimum 5% supervisory differential should exist to avoid salary compression

When any offers of employment or promotion are being considered where the resulting CR will be greater than 90%, General Manager approval is required.

Salary upon Promotion (Internal Hire)

A promotion will occur when an employee has accepted a position that carries a higher salary grade than the one previously held.

In determining the placement of the employee’s salary in the new range, consideration should be given to the following factors:

- Qualifications compared to the full requirements of the new position (e.g. if fully qualified, new salary should be at least the normal entry of new salary range; if less than fully qualified, salary should be set in developmental range)

- The current salaries of peers and the employees they will supervise. Under normal circumstances, there should be a minimum supervisory differential of 5% to avoid salary compression
- The employee's recent salary history
- Sufficient room within the range should be left in order to allow for salary progression as performance and experience increases in the new job

Management to Management

Normally, a promotional salary increase of up to 5% or normal entry of the range if qualified, whichever is greater, will be provided. In exceptional circumstances, an increase of up to 10% can be approved by the General Manager.

In-Scope or Out-of-Scope to Management

Since the hours of work may differ for in-scope or out-of-scope employees, a promotional salary increase of up to 5% of the employee's hourly rate or annual salary, or normal entry of the range if qualified, whichever is greater, will be provided.

Developmental Hire

Employees will be placed in the developmental range (70% - 79.9%) when their experience level is short by 2 years or less of the minimum experience and/or education requirements for the position they successfully applied on. If greater than 2 years, they should not be considered for the position.

While progressing through their developmental range, there may be salary compression with positions reporting to them, however, this should be expected until the employee becomes fully qualified in their position.

Supervisors should conduct performance reviews at least every six months to ensure the appropriate coaching is provided for their development through the year.

If their performance and development is satisfactory throughout the year, employees will be eligible for an annual in-range salary adjustment of up to 5% as part of the Personal Contribution Plan (PCP) evaluation process and reward program. Any increase greater than 5% for a developmental employee must be approved by the General Manager.

However, it should be noted that when the job level qualifications are attained, the employee should be placed at the job level (80%). When this occurs, it will be the supervisor's responsibility to advise HR Compensation in writing so that the appropriate adjustment to salary can be implemented.

Generally, developmental periods should not exceed 2 years.

Salary upon Lateral Transfer

When employees move to new positions within the same salary grade, there should be no salary change. However, the General Manager may approve a salary increase of up to 5% in exceptional circumstances, provided the job rate is not exceeded, to address an inequity such as one of the following:

- Employee's qualifications significantly exceed the minimum posted qualifications but their current salary is below the midpoint of the salary grade
- Education and experience of the employee is equivalent to or higher than peers (in the new position) but their salary is significantly lower
- Lateral transfer results in a salary compression issue with employees that the employee supervises

Salary upon Job Re-Evaluation

Upward Evaluation

When an existing management/professional position is reviewed by the Corporate Job Evaluation Committee and results in an upward evaluation (e.g. classified to a higher salary grade), the incumbent's salary will be adjusted as follows:

- If current salary is below the maximum of the new grade, the employee's salary will be adjusted by up to 5%, provided the job rate is not exceeded
- If current salary is below normal entry of the new grade, the employee's salary will be adjusted to normal entry (or up to 5% as per above, whichever is greater)
- The salary increase will be effective the date that the Job Evaluation Committee makes its decision

Downward Evaluation

When the job review results in the downward evaluation of a position, the following salary treatment will apply:

- The employee's salary (and benefits) will remain unchanged for a two year period², and they will not be eligible for economic or performance increases
- After this period, the employee's salary will be reduced to the job rate of their new salary grade and they will become eligible for economic increases
- At the time of downward evaluation, the details and salary treatment must be documented in writing by the supervisor and provided to the employee and HR Compensation

² HR will code employee as OV2 in PeopleSoft

Salary upon Automatic Progression

There are only two areas within the management/professional group that provide for automatic progression through the salary ranges based on years of experience and professional requirements: Engineers (see [ENGINEER GUIDELINES](#)) and Solicitors.

Solicitors have been divided into three levels, each requiring progressively more years of experience (defined as years since being called to the Bar) in addition to their completion of their Law Degree and being a member of the Law Society of Alberta.

Solicitor I (PS2)	At least 3 years of experience as a Lawyer
Solicitor II (PS3)	At least 6 years of experience as a Lawyer
Solicitor III (PS4)	At least 10 years of experience as a Lawyer

Once a Solicitor attains the appropriate years of experience (and has satisfactory performance), a letter is submitted from the Law Branch to the HR Compensation to automatically progress the Solicitor to the next level. There will be no automatic increase to salary for Solicitors upon reclassification.

Salary upon Demotion

When an employee is moved to a different position in a lower salary grade, the salary impact will depend on the reason for the move.

Involuntary Demotion with Cause³

The employee's salary is immediately reduced so it does not exceed the job rate of their new salary grade.

Involuntary Demotion without Cause

The employee's salary (and benefits) will remain unchanged for a two year period⁴, and they will not be eligible for economic or performance increases.

After this period, the employee's salary will be reduced to the job rate of their new salary grade and they will become eligible for economic increases.

At the time of Involuntary Demotion without Cause, the details and salary treatment must be documented in writing by the supervisor and provided to the employee and HR Compensation.

³ For conditions of "Cause", refer to [Termination of Employment](#)

⁴ HR will code employee as OV2 in PeopleSoft

Voluntary Demotion

Where an employee voluntarily accepts or applies for a demotion, the employee's salary will not change unless it needs to be adjusted so as not to exceed the job rate of the new salary grade.

Salary for Acting Appointments

Employees are expected, as part of their responsibilities, to act for their supervisors during short term absences, without a change in salary.

When temporarily appointed to a position at a higher salary grade, an acting salary adjustment is appropriate when:

- Employee takes on a significant portion of the duties of the higher position and reflect increased skill, effort, and responsibility
- Acting appointment exceeds 10 consecutive working days (anything less considered as development training)
- Acting adjustment will not result in a salary exceeding the job rate of the higher salary grade

If the acting appointment exceeds 10 working days, the salary adjustment will be for the whole of the acting assignment, and will be paid on a bi-weekly basis.

Normally, an employee that does not meet the developmental qualifications of the higher level position should not be placed in an acting capacity.

Management to Acting Management

Normally, a salary increase of up to 5% or normal entry point of the salary range, whichever is greater, will be provided for an acting appointment if the employee is qualified to perform in the higher level position. In exceptional circumstances, an increase of up to 10% can be approved by the General Manager.

An employee in an acting capacity who only meets the developmental requirements of the higher level position shall receive a salary increase of up to 5% or the minimum of the developmental entry point of the salary range, whichever is greater.

In-Scope and Out-of-Scope to Acting Management

All details from above apply when in-scope or out-of-scope employees accept an acting appointment to a higher level management/professional position, except acting pay is provided when an appointment exceeds 1 working day and is calculated as follows:

- For 90 calendar days or less – since they continue to work the normal hours of their home position (ex. CSU 52: 67.5 bi-weekly), acting compensation will be the same as above (note: when determining normal entry, use management's established hourly rates instead of annual salary).
- For greater than 90 calendar days - since they will be required to work the normal work hours of the management position (73.8 bi-weekly), which likely differs from their in-scope or out-of-scope confidential position, the acting salary adjustment will be applied to their hourly rate or annual salary, whichever is greater.

Special Assignment, Secondment or Career Development

A special assignment is determined to exist when an employee has temporarily been assigned different duties, which are deemed by the Human Resources Branch to be in a different salary grade than the duties of the employee's regular position.

If the level of the special assignment is deemed by the Human Resources Branch to be higher than the duties of the employee's regular position, a salary increase of up to 5% of their hourly rate or annual salary, or normal entry of the range for the assigned position, if qualified (for the duration of the assignment), whichever is greater will be applied.

If the level of special assignment is deemed to be no lower than 2 salary grade levels less than the employee's regular position, there shall be no change in the employee's salary and status.

After completion of the special assignment, the employee's home department ensures a position (for which the employee is qualified) is found at the employee's previous salary grade.

Essential Services Pay

An employee, with the exception of a General Manager, when called out to work on an essential basis due to a work stoppage, strike, declared emergency or other extraordinary circumstances of considerable duration is eligible for special compensation.

The General Manager and HR Compensation will review the compensation method for special compensation in each case. Special compensation may include time off, lump sum payments, a premium of up to 2 times the hourly rate for those hours that would qualify for overtime compensation or other compensation as determined by the General Manager and Human Resources. In cases where special compensation is determined to be a premium in pay, it will be paid on a bi-weekly basis.

Special Compensation is approved by the General Manager in concert with the Branch Manager of Human Resources. Special compensation to an employee in excess of 10% of current salary requires approval of the City Manager.

Salary for Part-time Employees

Employees holding positions in which they are required to work less than full-time hours are considered part-time. Part-time employees are paid at an hourly job rate and only for actual hours worked. All other salary setting principles in these Guidelines should be considered when establishing the salary of part-time employees. To be eligible for benefits, part-time employees must work in excess of 20.25 hours per week.

PERFORMANCE ADMINISTRATION

Probationary Period

New Employees

The probationary period for new employees is 6 months from the effective date of hire (e.g. the commencement date of employment). During this time, the employee's qualifications, skills and suitability for the position are evaluated. Upon satisfactory completion of the probationary period, the employee is confirmed with no change to salary (unless prorating for an in-range adjustment).

If the employee is terminated within the probationary period, notice or pay in lieu of notice will be provided to the employee as required under the Alberta Employment Standards legislation.

Promoted Employees

The trial period for employees that are promoted from within the organization is 3 months. Upon satisfactory completion, the employee will be confirmed in their position with no change to salary (unless prorating for an in-range adjustment). If not determined suitable, the employee will be reverted back to their previous or similar management/professional position, and previous salary.

In both of the above instances, the probationary/trial period may be extended at the City of Edmonton's discretion for an additional 3 months if further assessment is required.

Performance Rewards

Through a process of objective setting, interim and year-end reviews, a permanent employee may be eligible for performance rewards. The Human Resources Branch, in response to direction from the SMT, will determine the percentage increases for performance rewards. Each year, based on an approved performance award budget, departments may increase employee salaries based on individual employee performance.

The City of Edmonton provides performance rewards to employees through two programs:

- In-Range Movement
- Exemplary Performance Bonuses

Eligibility for inclusion in these two performance awards is assessed through the annual employee performance review process.

In-Range Movement

Employees in permanent positions who have met or exceeded performance expectations in the previous year and who have not yet reached the job rate of their salary grade will be eligible for an in-range salary increase.

Individual rewards are based on a percentage increase to an individual's current rate of pay. The City of Edmonton aligns all employees to a common January review date.

Key Principles of In-Range Movement Salary Adjustments:

- An In-Range adjustment will not result in an employee's base salary exceeding job rate
- All employees, including those in the developmental range, will be eligible for an annual in-range adjustment of up to 5%, based on satisfactory performance
- In-Range adjustments may be pro-rated based on time when employees have changed positions, employment status or have been on leave without pay over the preceding year (see Attachment 2 – Pro-Rating Performance Rewards for details)

Exemplary Performance Bonus

Employees who demonstrate exemplary performance may be eligible for a lump sum Exemplary Performance Bonus. The lump sum bonus does not change the employee's base salary and is not included in pensionable earnings.

SMT will establish guidelines annually to ensure the distribution of the Exemplary Performance Bonuses is appropriate and consistent. A certain percentage of employees (currently maximum of 30%) in each department will be eligible to receive an Exemplary Performance Bonus payment.

Economic Adjustments

On an annual basis, the Human Resources Branch will review and recommend to the City Manager an appropriate cost of living increase for the management/professional group, which will be implemented for all employees if approved.

Termination of Employment

Termination of employment will be the result of one of the following:

Termination Without Cause

An employee's employment with the City of Edmonton may be terminated upon providing the employee with the employee's notice entitlement pursuant to the Alberta Employment Standards legislation. In addition to the above, all outstanding wages, vacation and/or overtime entitlement will be paid net of amounts owing.

The City may, on a gratuitous basis and in its sole discretion, provide the employee with additional pay in lieu of notice or working notice on a gratuitous basis and upon approval by the City Manager. In these cases, the additional payment or working notice is made conditional upon receipt of a full and final release in a form to be provided by the City.

Upon termination without cause, and at the discretion of the City, employee benefit coverage may be extended throughout the notice period (or a portion thereof) providing the relevant benefit plan/insurance policy allows for this coverage.

Termination With Cause

An employee's employment with the City of Edmonton may be terminated with cause at any time without notice based on the following:

- Consistent poor performance on the Employee's part, after being advised in writing as to the standard required;
- Any intentional or grossly negligent disclosure of any confidential information by the Employee;
- The Employee's violation of any local, provincial or federal statute relating to fraud, dishonesty, embezzlement or theft;
- Conduct on the Employee's part that is materially detrimental to the City ([CODE OF CONDUCT](#));
- Personal conduct on the Employee's part which is of such a serious and substantial nature that it would injure the reputation of the City if the Employee is retained as an employee; or
- Any and all omissions, commissions and other conduct which would constitute cause at law, in addition to the specified causes.

JOB EVALUATION

The responsibility for evaluating management positions resides with the Branch Manager, Human Resources and this responsibility has been delegated to the Corporate Job Evaluation Committee for all positions except those requiring a Professional Engineer designation. For these, the responsibility has been delegated to the Corporate Engineering Committee (see [JOB EVALUATION, CAREER PROGRESSION & PAY ADMINISTRATION GUIDELINES FOR ENGINEERS](#)).

Corporate Management Job Evaluation Committee

This Job Evaluation Committee was chosen by the SMT to evaluate all positions within management in a fair and consistent process. The Job Position Profiles were developed within each Branch and approved by the appropriate Branch Manager and General Manager.

The Job Evaluation Committee is an independent team of departmental managers. The decisions made by this Committee are the final decision with respect to evaluations (see [MANAGEMENT COMPENSATION](#)).

Mandate

The Committee has been appointed by the SMT to participate in a fair and equitable process, ensuring an impartial and objective review and placement of positions in the hierarchy through a process of consensus.

Job Ladders

The Job Evaluation Framework (see [EVALUATION FRAMEWORK](#)) was developed to evaluate management/professional positions. The Framework includes two job ladders; management/leadership and professional/technical, which can be summarized as follows:

Professional/Technical: Provides advanced knowledge in areas of expertise to provide technical direction and leadership for a process, system and/or functional area to protect the organization and minimize risk. Individuals draw upon knowledge of the principles, practices, and procedures of their area of expertise. Provides others with expert advice on issues of current and emerging practices, technologies, and methodologies. Role may be responsible for leading people, however, emphasis of role is about providing individual contribution rather than leading people.

Management/Leadership: Works at a high operational and/or strategic level where decisions generally have an effect on corporate policy and performance. Leadership of employees represents a significant portion of overall responsibilities. Ensures the overall effectiveness of a functional area (department, branch or section) by providing leadership and direction. Manages the human, financial and operational resources of the functional area. Facilitates the achievement of the functional area's goals by implementing strategies and processes and building a high performing team that supports the success of the organization.

The factors within each ladder are:

Responsibility: This factor measures the impact of decisions inherent in the job, both from a City of Edmonton organizational perspective and an external customer perspective required to achieve the objectives of the team, branch, department or the organization. It encompasses the breadth and scope for such considerations as service delivery, resource management, cost, political implications, employee relations and public perception. This factor also includes the obligations assumed in terms of accountability for results in the main areas of the job.

Complexity: This factor measures the complexity of work assignments through dimensions such as the diversity, scope of responsibility, lack of precedent, guidance and information, and the requirement for independent resourcefulness, innovation and judgment and the level of direction required and the authority to act within the parameters of the job.

Working Relationships: This factor measures the level of competence of communication and interpersonal skills required by the job to appropriately and effectively interact and respond with internal and external colleagues, clients, stakeholders and the public. This factor measures important dimensions of communication internally and externally, customer service, influencing ability with colleagues and customers, including specific skills such as persuasion, negotiation, facilitation, political acumen, and recognition of organizational norms.

Knowledge: This factor measures the level of professional, technical, operational or strategic knowledge and skills required to be fully competent in the job. The dimensions could include the technical knowledge of a process, function or discipline through education and/or general and specific knowledge gained through related work experience.

Once the appropriate Ladder is identified, the Job Profiles are evaluated based on internal comparison to benchmarks and other positions in the organization.

These factors serve as measuring tools to evaluate positions within the City of Edmonton and to group each job profile into a specific level. These levels are used to establish salary grades.

Position Profile Information

- Current and accurate job information is essential to management programs such as compensation, salary administration and performance management
- Job information is maintained in Job Profiles written within each department and approved by the appropriate Branch Manager. Where a number of positions perform similar functions with little variation, generic profiles will be maintained
- The intent of the Job Profiles is to accurately describe the normal, on-going responsibilities of a position (not single events). It is the responsibility of the managers to ensure that Job Profiles are current and reflect position responsibilities
- Web link to Job Profile Form: [JOB PROFILE FORM](#)

Requirements

Job Profiles must be prepared or updated:

- For new positions, prior to the initiation of recruitment activity. However, if the new position is a generic job with no significant variation, a new Job Profile is not required
- Upon a vacancy and prior to recruitment activity for an existing position, if changes in responsibility have occurred
- If significant responsibilities have been added or deleted

Employees may also initiate an update to their Job Profiles through their Supervisors, and with the signed approval of their Branch Manager.

All changed or updated Job Profiles are to be forwarded to HR Compensation for evaluation by the Corporate Management Job Evaluation Committee or Corporate Engineering Committee.

The addition of a new position or a change to an existing position must be approved by the General Manager prior to job evaluation and recruitment activity.

Web link to Classification Determination Form: [CLASSIFICATION DETERMINATION FORM](#)

Competitive Analysis

HR Compensation assesses the competitiveness of its salaries through surveys of the external marketplace. The job content of various jobs within the corporation is compared to similar or like jobs in comparator organizations. Comparator organizations are those of roughly similar size (revenue and number of employees) or in a similar industry (municipalities and other orders of government) in specific geographic areas.

Survey data may either be obtained from published surveys or through customized surveys designed specifically for the City of Edmonton. This information is used to develop recommendation for SMT consideration/approval.

BENEFITS

Employee benefits are a substantial part of the 'Total Rewards' package, and employees are eligible for immediate enrolment in their benefit plans (except for LAPP).

The following list is intended for general information only and further details can be accessed through the following web link for Management Benefit Information:

http://ecity/employeeinformation/benefits_pay/benefit-information.aspx

Health Benefits:

- Dental Care
- Out of Province Emergency Travel (Work related and personal)
- Employee Assistance Program
- Supplementary Health Care
- Flexible Credit Program (ML4, ML5, ML6)
- Healthcare Spending Account (all other salary levels)
- Life Insurance
- Dependent Life Insurance

Time-Off Benefits:

- Short Term Sick Leave
- Long Term Disability
- Holidays
- Leave of Absence
- Maternity Leave
- Parental Leave
- Bereavement Leave
- Vacation

City Benefits:

- Canada Pension Plan Contributions
- Local Authorities Pension Plan Contributions
- Employment Insurance Contributions
- Earned Days Off Program
- Training and Tuition Assistance
- Workers' Compensation

Miscellaneous Benefits:

- [Bus Pass Discount](#)
- [City Fitness Facilities Discount](#)
- [Citadel Discount](#)
- [Canada Saving Bonds](#)
- [Group RRSP Plans](#)
- [Home and Auto Insurance Discounts](#)
- [Self Funded Leave](#)
- [Annual Funded Leave](#)
- [Relocation Assistance](#)

- [Charitable Assistance Fund](#) (including Bursary Program)
- [CEMA membership](#)
- [Corporate Recognition Program](#)
- Re-imbusement of Association and Membership Fees
- Supplementary Management Retirement Pension Plan(ML5 level and above)

HOLIDAYS

The following paid holidays are recognized for permanent management employees at the City of Edmonton.

Boxing Day	Christmas Day
New Year's Day	Alberta Family Day
Good Friday	Easter Sunday (Easter Monday in lieu)
Victoria Day	Canada Day
Civic Holiday	Labour Day
Thanksgiving Day	Remembrance Day

Note: The City of Edmonton is willing to accommodate employees' specific religious beliefs, creeds and festive days to allow employees to follow their faith. Time may be taken for holidays, in addition to those listed above, through the use of vacation, EDO's or time-off without pay. However, time off is at the discretion of the supervisor based on operational requirements of the work area.

2011 MANAGEMENT SALARY SCHEDULE

Management/Leadership				
Salary Grade	Develop'l 70%	Minimum 80%	Midpoint 90%	Maximum 100%
ML5-BM1	\$133,985	\$153,127	\$172,268	\$191,408
ML5-BM2	\$114,436	\$130,784	\$147,133	\$163,481
ML4	\$100,383	\$114,723	\$129,064	\$143,404
ML3	\$84,939	\$97,072	\$109,207	\$121,342
ML2	\$74,591	\$85,249	\$95,903	\$106,560
ML1	\$61,197	\$69,938	\$78,679	\$87,424
Professional/Technical				
Salary Grade	Develop'l 70%	Minimum 80%	Midpoint 90%	Maximum 100%
PT4	\$89,535	\$102,323	\$115,112	\$127,904
PT3	\$74,591	\$85,249	\$95,903	\$106,560
PT2	\$63,705	\$72,808	\$81,905	\$91,004
PT1	\$57,373	\$65,567	\$73,765	\$81,961
DP1¹	\$42,470	\$48,536	\$54,605	\$60,671
Solicitors				
Salary Grade	Develop'l 70%	Minimum 80%	Midpoint 90%	Maximum 100%
MS4	\$114,436	\$130,784	\$147,133	\$163,481
PS4	\$103,702	\$118,516	\$133,332	\$148,146
PS3	\$88,221	\$100,824	\$113,425	\$126,030
PS2	\$75,056	\$85,777	\$96,498	\$107,225
Engineers				
Salary Grade	Develop'l 70%	Minimum 80%	Midpoint 90%	Maximum 100%
ME3	\$84,939	\$97,072	\$109,207	\$121,342
PE4	\$84,939	\$97,072	\$109,207	\$121,342
PE3	\$77,217	\$88,248	\$99,281	\$110,310
PE2	\$65,016	\$74,306	\$83,592	\$92,882
PE1	\$51,889	\$59,301	\$66,715	\$74,131

¹ Developmental Professional (HR Intern)

PRO-RATING PERFORMANCE REWARDS

The following table illustrates various situations in which an employee's in-range performance award will be pro-rated.

NOTE: The implementation date for in-range performance rewards is typically the start of the year's first pay period. Assumptions below will be based on a January 1 implementation date, 5% in-range adjustments and satisfactory performance.

Situation	Procedure	Example
Newly hired employee who has completed the probationary period by performance reward implementation date.	<p>Pro-rate the in-range adjustment to reflect the duration of employment in a management/ professional capacity with the City.</p> <p>Employees are not eligible for an in-range increase until they have successfully completed the probation period. At that time, they will be eligible for an increase based on the period from their hire date to January 1st. From that point on, they will be eligible for performance rewards on the common January review date.</p>	<p>Employee is hired on March 1 and probation period successfully completed on October 1. An in-range adjustment of $(10/12) \times 5\%$ is awarded on January 1 of the following year.</p> <p>Employee is hired on September 1 and probation period successfully completed on March 1. An in-range adjustment of $(4/12) \times 5\%$ is awarded on March 1.</p>
Employee completes developmental requirements	Pro-rate the in-range adjustment to reflect the time elapsed since completion of developmental requirements and placed at job entry (80%).	A developmental employee attains normal entry education and experience requirement on March 1. Supervisor contacts Compensation to set employee's salary at a CR of 80%. They would be eligible for in-range adjustment of $(10/12) \times 5\%$.
Employee holds 2 or more management/ professional positions within the same calendar year	No pro-rating is required. Present home department funds the complete in-range adjustment, and is responsible for processing the adjustment (Discretion should be used in applying this concept to	

Attachment 2

	promotions that occur at the very end of the year. In such cases, it may be more appropriate to recognize performance when establishing the new salary.)	
Employee is promoted from a union position	Pro-rating required	An employee is promoted to new management position on July 1. The employee would be eligible for an in-range adjustment of $(6/12) \times 5\%$.
Employee has been on leave without pay (e.g. long term sick, self funded leave, etc.)	If the employee has returned to work prior to January 1 st , the in-range adjustment will be pro-rated to reflect the time frame worked in that calendar year.	An employee is on an unpaid leave of absence between January 1 and June 30. The employee would be eligible for an in-range adjustment of $(6/12) \times 5\%$.
Employee has been on leave with pay (e.g. vacation, short term sick, etc.)	No pro-rating is required unless leaves are greater than 3 months.	

MANAGEMENT REVIEW AND APPEAL BOARD

Membership

The Management Review and Appeal Board shall consist of three (3) members, together with an administrative secretary, as follows:

1. The City Manager shall be a permanent member of the Board and will act as Chairperson;
2. The Human Resources Branch will recommend to the City Manager the names of two General Managers, one of whom will serve as a Member of the Board for a period of one year; the second will be designated as an alternate and will serve on the Board only in the event that a specific appeal is related to the sitting Member's own department or if, in their judgment, the nature of the appeal involves actions or decisions with which they, or members of their department have had involvement to the extent that they believe it appropriate to stand down from appeal proceedings. In such cases, the seat on the Board will be taken by the designated alternate;
3. The President of the City of Edmonton Management Association (CEMA), or the CEMA designate, as selected by the CEMA Executive Board;
4. A representative from the Human Resources Branch, who will act as the administrative secretary to the Board (normally the Director, Compensation).

Terms of Reference

1. The Board is established to hear and render decisions concerning the disposition of appeals, or related items, initiated by managerial/professional or out-of-scope employees. Appeals will be limited to matters relating to terms and conditions of employment including discipline and promotion which, in the judgment of the employee, affect their career status.

The Board will not hear issues concerning job evaluation ratings, performance evaluations and increases, or decisions by senior management that affect a group of employees.

The responsibility for evaluating management/professional positions resides with the Branch Manager, Human Resources and this has been delegated to the Corporate Job Evaluation Committee for all positions except those requiring a Professional Engineer designation. For these, the responsibility has been delegated to the Corporate Engineering Committee.

General Managers will be the final review for performance evaluations and increases within their department, and the City Manager and/or SMT for management decisions that impact managerial/professional or out-of-scope employees.

In matters relating to dismissal and demotion, employees will be entitled to challenge the termination or demotion decision on the basis of whether or not due process was observed by the department in arriving at the decision. The primary role of the Board will be to review the process employed by the department to ensure that due process was observed in arriving at the termination decision and in determining appropriate remedial steps if due process was not observed.

Due process is described in the "Performance Management Strategies" guideline that is a supplement to the Discipline of City Employees Policy, A1102.

2. The Board will only deal with employee appeals after all the normal channels, up to, and including the General Manager(s) concerned, have been exhausted and the employee concerned remains dissatisfied with the decision(s) rendered.
3. An employee wishing to put an appeal before the Board must do so in writing within twenty (20) working days of receiving the General Manager's final written decision.
4. All appeals shall be in writing, including remedies, and be directed to the administrative secretary of the Board, who shall forward copies of the appeal to the members of the Board within five (5) working days of receipt of the appeal.
5. Unless unanimously agreed otherwise by the Board members, the Board shall convene to hear appeals within fifteen (15) working days of the receipt of the appeal by the administrative secretary.
6. In the event that due process is deemed not to have taken place, the Board will have the authority to advise the City Manager that reinstatement or some other remedy as may be deemed appropriate ought to be implemented.

The City Manager shall have the final authority to determine the disposition of all appeals.

Appellant Representation

1. An employee making an appeal to the Board is entitled to be assisted in the presentation of their appeal by another City of Edmonton management/professional employee (excluding employees of the Law Branch unless the appealing employee is a Solicitor working in the Law Branch). Support from a City of Edmonton Management Association (CEMA) representative may be provided on request.
2. As the Board's review of such appeals is a non-judicial review of the matter, representation by an agent external to the City of Edmonton organization will not be permitted.

EDMONTON



**Job Evaluation,
Career Progression
and
Pay Administration
Guidelines**

for

ENGINEERS

Revised March 2010

Table of Contents

Title	Page
Internal Equity	3
Ladder Definitions	3
Engineer Ladder.....	4
Guiding Principles:	5
Corporate Engineering Committee	5
Experience Requirements	6
External Salary Competitiveness	7
Classification	7
Decision Making Process	8
Information Required For Decisions.....	9
Recognition Of Other Experience.....	10
Verbal Presentations	10
Quorum	11
Reconsideration Process	11
Promotional Guidelines And Salary Increases For Engineers.....	11
Developmental Pay	11
Promotion From PE1 To PE2.....	11
Promotion From PE2 To Any Level Above PE2	12
Reclassification Of A Position	13
Lateral Transfer	13
Performance Management.....	13
Postings	14
General	15

INTRODUCTION

When the 'Total Rewards' Project commenced, it was recognized that professional engineers represented one third of the City's management group. Discussions with various Engineer Leaders identified issues that needed to be addressed:

1. Internal Pressure
 - Losing staff to other branches
 - Different developmental and compensation treatment among branches
 - Career Progression (need to recognize technical expertise AND management ability)
2. External Pressure
 - Market changes and ability to attract
 - Retention

INTERNAL EQUITY

An opportunity was identified to simplify classification for the Engineers and to align the City of Edmonton program to the Association of Professional Engineers, Geologist and Geophysicists of Alberta (APEGGA).

As a result, an Engineering Ladder was created to develop a fair and consistent process which included all engineer functions being documented in six corporate profiles. These profiles, which were developed by Engineers, outline the various levels of responsibility required to maintain the engineering function within the City of Edmonton and were presented to the Corporate Job Evaluation Committee.

The Corporate Job Evaluation Committee evaluated the generic engineer profiles, using the Corporate Job Evaluation Framework, and ensured these positions were evaluated in a manner similar to all other management positions. The Job Evaluation Framework includes four factors: Responsibility, Complexity, Working Relationships and Knowledge. Within the Framework there are two ladders – Professional/Technical and Management/Leadership.

LADDER DEFINITIONS

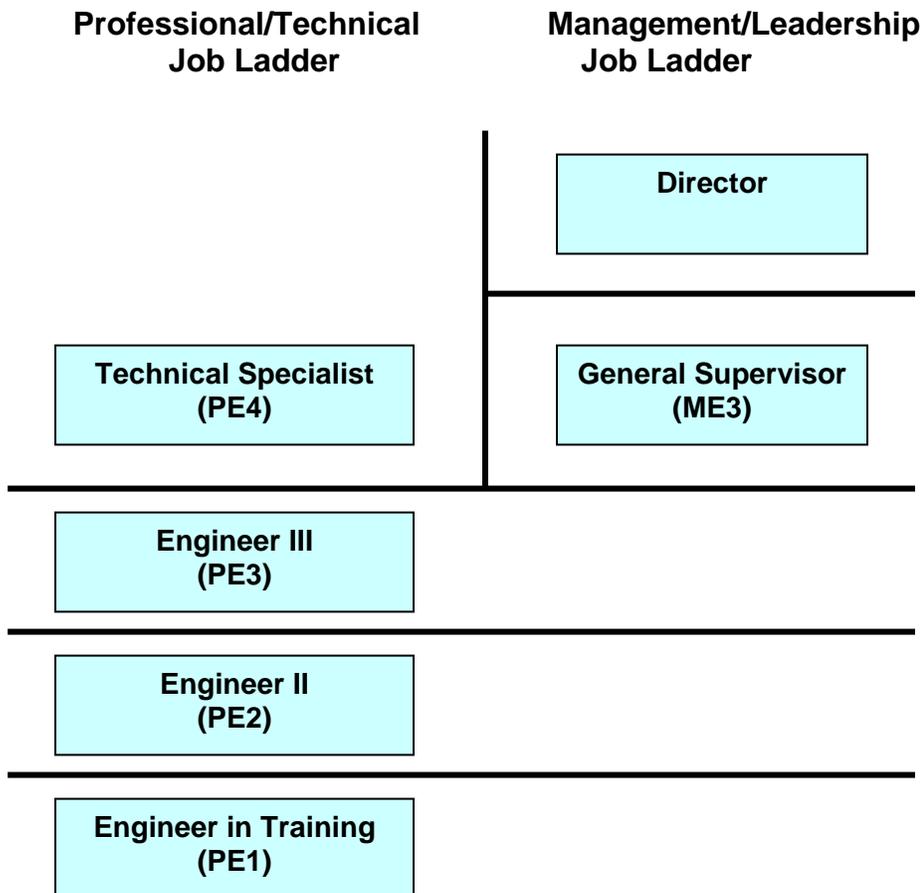
Professional/Technical: Provides advanced knowledge in area of expertise to provide technical direction and leadership for a process, system and/or functional area to protect the organization and minimize risk. Individuals draw upon knowledge of the principles, practices, and procedures of their area of expertise, and provide others with expert advice on issues of current and emerging practices, technologies, and methodologies. Role may be responsible for leading people; however, emphasis is about providing individual contribution.

Management/Leadership: Works at a high operational and/or strategic level where decisions generally have an effect on corporate policy and performance. Leadership of employees represents a significant portion of overall responsibilities. Individuals ensure the overall effectiveness of a functional area (department, branch or section) by providing leadership and direction; manages the human, financial and operational resources of the functional area; and facilitates the achievement of the functional area's goals by implementing strategies and processes and building a high performing team that supports the success of the organization.

ENGINEER LADDER

This ladder was developed within the current City of Edmonton structure but takes into consideration the process used by APEGGA.

Also, the development of the Engineer Ladder recognizes that the majority of City of Edmonton positions are in the professional/technical ladder and that, at a point in time, employees may make a choice between remaining as professional / technical or moving into the managerial side.



In discussions with Branch Managers, Engineers and the Corporate Job Evaluation Committee, a number of recommendations were made to the Senior Management Team (SMT).

On June 13 2008, SMT approved the following:

- Engineer In Training (EIT) – salary will be frozen at the top of the Engineer I range until the P. Eng designation is obtained
- Automatic progression to Engineer II based on attainment of P. Eng
- Engineer III, Technical Specialist or General Supervisor positions will be filled through the regular hiring process, either with internal or external candidates
- Effective application of the Engineer Ladder in a Branch's organizational design will promote growth within a Department
- Each department will have a structure, if appropriate, with more Engineers at the EIT, PE2 and PE3 level providing both growth and promotional opportunities
- Changes to structure must be approved by the Corporate Engineering Committee

These are represented in the following structure and guiding principles:

Guiding Principles:

- The number of engineering positions within a section, branch or department should allow for progression within each section, branch or department.
- It would be expected that within each section, branch or department, there should be progressively fewer level positions at the top of the structure.
- EIT's require their P. Eng designation in order to move up the ladder and will be recognized by automatic progression to the Engineer 2 level once they obtain it.
- Progression to positions above Engineer 2 will be based on competition for posted vacancies rather than automatic progression, but in all cases, a P. Eng is required.

CORPORATE ENGINEERING COMMITTEE

Senior Management Team put forth recommendations for the membership of the original Corporate Engineering Committee. The members represent the City of Edmonton in developing and maintaining a structure that is consistent with the operational needs of the City of Edmonton and the integrity of the engineering profession. They ensure consistency in application of promotional opportunities and maintenance of the standards for each level in the Engineer Ladder.

This Committee is responsible to ensure that the engineering function is maintained at the optimal level and that education and experience standards are not compromised.

Current **Corporate Engineering Committee** membership includes:

Chris Ward

Branch Manager - Building Design & Construction, Capital Construction

Brice Stephenson

Branch Manager - Transportation Operations, Transportation

John Hodgson

Branch Manager - Drainage Services, Asset Management & Public Works

Orest Gowda

Director - Development Coordination, Planning & Development

Colin Smigelski

Director - Management & Engineering Services, Corporate Services (MES)

Doug Poss

Director - Compensation, Human Resources (alternate)

- Committee membership for Capital Construction, Asset Management and Public Works, and Transportation will normally be a three year term and the representative will not be at a level lower than Branch Manager.
- Also, in order to achieve a more planned approach to Committee turnover, a representative from one of the three main engineering departments listed above should be changed each year.
- Committee membership for the remaining two areas may be for a longer period of time and/or considered a responsibility of their position. The level of representative from these areas will not be lower than Director.

EXPERIENCE REQUIREMENTS

The guidelines were developed using APEGGA as a general resource and input from the members of the Corporate Engineering Committee. These guidelines reflect the minimum level of experience required to do the job and do not reflect the experience of individuals.

Engineer I (EIT) (PE1)

- Bachelor's Degree in Engineering and working towards P. Eng designation

Engineer II (PE2)

- Minimum of four years of related engineering work experience and P. Eng designation

Engineer III (PE3)

- Minimum of seven years of related engineering work experience and P. Eng designation

Technical Specialist/General Supervisor (PE4/ME3)

- Minimum of ten years of related work experience and P. Eng designation

Director (ML4)

- Minimum of twelve years of experience and P. Eng designation

EXTERNAL SALARY COMPETITIVENESS

There was also an opportunity to implement competitive salaries by using data from multiple sectors from APEGGA (see Appendix I for 2010 Salary Ranges).

A salary analysis was undertaken using the current APEGGA Survey and included information from the All Sector average, Public/Not for Profit, Engineering Procurement & Construction, and Consulting Service sectors. Salary data from the Government of Alberta and the City of Calgary was also used in developing the Engineering salary ranges. Market trends in these areas will continue to be monitored by HR in the future.

When determining which positions would be included in the Engineering Ladder, it was decided that only jobs requiring the Professional Engineer (P. Eng) designation would be allowed, and **mandatory (not preferred or an option)** that candidates have this designation.

However, where applicable, the Professional Licensee designation would also be considered as an equivalent to a P. Eng.

If market conditions do not produce a suitable candidate with a P. Eng designation, the hiring supervisor may fill the position but it would be placed outside of the Engineer Ladder. The successful candidate must be advised of this change and that the benefits of the Engineer Ladder would not apply if the job is accepted. A new profile would be written outlining the revised education and/or experience required and submitted to the Corporate Job Evaluation Committee for evaluation.

CLASSIFICATION

PE1 – this classification is reserved for Engineers In Training (EIT) while training and developing in various phases of engineering work. This level is comparable to Level A of the APEGGA classification

PE2 – this classification is a fully competent Engineer position and is comparable to Level B of the APEGGA classification.

PE3 – this classification is considered a Senior Engineer position and is comparable to Level C of the APEGGA classification

PE4 – this classification is considered an expert technical Engineer, typically one of a kind in the corporation and with rare skills in the industry, and is comparable to Level D of the APEGGA classification

ME3 – this classification is considered the first level of Engineer leader or manager and is comparable to Level D of the APEGGA classification

ML4 – this classification is considered the Director of a section and is comparable to Level E of the APEGGA classification

PE1's and PE2's are two separate classifications for a single funded position, based on the incumbent's qualifications. Once the P. Eng designation is obtained, PE1 incumbents will be promoted to the PE2 classification.

The Committee will make classification and reclassification decisions for all positions in the organization requiring a P. Eng designation with the exception of ML4 Directors, which will be submitted to the Corporate Job Evaluation Committee. This includes:

- PE1/PE2
- PE3
- PE4
- ME3

DECISION MAKING PROCESS

The Engineering Committee will make classification decisions outside of the regularly scheduled meetings for PE1/PE2.

- PE1/PE2 decisions can be made using email as follows:
 - HR will provide information (see 'Information' section below)
 - Each committee member will:
 - verify that it is an engineering position,
 - assess whether there are structure concerns, and
 - provide a decision to HR within 3 business days
 - If a committee member has a concern, it should be expressed and dealt with at a formal meeting rather than by email
- Decisions on evaluations for all other Engineering profiles (PE3/4 and ME3) will be made at the Engineering Committee Meeting.
- Meetings will be held monthly.

INFORMATION REQUIRED FOR DECISIONS

The following information is required for the evaluation of positions and not incumbents. The Department is responsible to determine the level requirements and submit any requested changes to the Committee for evaluation.

- For PE1/PE2 decisions
 - Can be submitted by the department as either:
 - a completely new unique position identified with a profile, or
 - an additional (new) position of which similar or the same positions already exist in the same area of the organization
 - HR (with the manager) will provide:
 - an organization chart and structure information
 - peer positions for comparison purposes
 - other relevant information
- For all other classifications (PE3, PE4, ME3)
 - HR will normally provide:
 - Generic Profiles
 - Framework Document
 - Guidelines for each classification (e.g. PE4's must be unique, can't have two people doing the same thing)
 - The department manager, with Human Resources assistance, will provide:
 - description of the position, and rationale for the request
 - current and proposed organization charts for the positions
 - show change if organizational structure is changing
 - show current classifications in the department (all engineering and engineering technologist positions)
 - peer positions
 - current organization charts for peer positions will be provided
 - rationale and/or profile for any other position impacted as a result of an organizational change
 - signing/approval
 - newly funded positions
 - copy of original funding approval signed by General Manager
 - existing positions impacted by major re-orgs
 - General Manager sign-off on the re-organization
 - Additional discussion
 - Benchmarks
 - would need to reflect unique operations, but
 - no need for benchmarks if peer jobs are reflected accurately

RECOGNITION OF OTHER EXPERIENCE

- In all cases, APEGGA guidelines will be used to determine relevant professional experience (e.g. co-op work, post graduate work studies, out of country experience).
- In general, other engineering experience in the unit, section, or branch can be considered. It is the manager's responsibility to explain what is relevant and the Committee's responsibility to validate the experience.
- Supervision must include Engineers (not labourers) and/or Engineering Technologists. As well, the supervisor could submit the value of the work, the type of work and the number and type of contractors. A full organization chart showing both management and in-scope reporting relationships is critical in outlining the supervision duties.

VERBAL PRESENTATIONS

- Ideally, the Branch Manager will represent the position
- Representative should not be below a Director level
- Representative and Committee Member from the department will both leave the room when the decision is being debated and finalized.
- All clarifying questions need to be asked before the presenter and committee representative leave the room

QUORUM

- 4 out of 5 committee members is quorum for both email decisions AND face to face meeting decisions
- If only 3 members are available, the committee can ask HR to be the 4th vote on a decision

RECONSIDERATION PROCESS

- If a position is submitted to the Engineer Committee for an increased level and is not approved, the department is provided with a reconsideration of that decision. The department may submit additional or changed information and request a reconsideration. If the reconsideration is unsuccessful again, the Committee reconsidered evaluation is final.

PROMOTIONAL GUIDELINES AND SALARY INCREASES FOR ENGINEERS

Developmental Pay

- Internal Equity is the major concern in providing developmental opportunities for Engineers
- Consistency in application throughout the organization is critical
- Employees will be placed in the developmental range (70% - 80%) when the experience level of the employee is short by 2 years or less based on the experience requirements of the job at the time of hire
- Developmental reviews for Engineers will follow the same performance review schedule (year-end) as for other management staff.

Promotion from PE1 to PE2

- If P. Eng is obtained:
 - Promotion is automatic when P. Eng is obtained
 - This date of obtaining P. Eng will be the registration date as confirmed by APEGGA
 - Employee is eligible for an up to 5% increase to salary based on promotion, retroactive to effective date of receiving P. Eng
- If P. Eng is not obtained, but successful in obtaining PE2 position
 - APEGGA sets the rules
 - an EIT (who therefore can't stamp drawings or reports) should not be in these roles

- City of Edmonton will apply same principles as APEGGA
 - Employee salary and level will not change until the employee has obtained P. Eng. At that time the employee will be promoted to a PE2 and receive an up to 5% salary increase
- **The P. Eng designation is required for PE3, PE4 and ME3 level positions and an employee will not be eligible to apply for these positions without it**

Promotion from PE2 to any level above PE2

- If experience requirements and P. Eng have been acquired, the successful applicant will be:
 - Promoted to the new position
 - Eligible for an up to 5% salary increase, or movement to the job level minimum (80%) of the new range, whichever is greater
- If P. Eng has been obtained and experience requirements are insufficient but within two years of fully qualified, the successful applicant will be:
 - Promoted to the new position
 - Eligible for an up to 5% salary increase
 - Ideally, this should result in their current salary falling within the developmental range (70% to 80%) and remaining there until they achieve the minimum job level experience requirement¹. At that time, the employee would be moved to the job level minimum (80%)
 - If the promotion results in the employee's salary being above 80%, they will continue to receive the annual cost of living increase(s) but not in-range adjustments until the experience criteria is met².
 - In both instances, the in-range adjustment for the year in which they attain the job level experience requirement, will be pro-rated based on the date the experience criteria is met
- While progressing through their developmental range, it is understood and agreed by the Engineering Committee that there could be salary compression and the successful applicant's salary may be lower than the positions reporting to it. However, this would be appropriate given that the employee is not fully qualified for the position.

Also, there may be reallocation of duties throughout the developmental range if the hiring supervisor evaluates that the incumbent is not fully qualified to perform some functions of the position.

¹ Letter of Offer will identify date that employee is expected to achieve this requirement

² HR will code employee as OV in People Soft

- If the employee does not meet the educational requirement (P. Eng) for the position or their experience level is greater than two years away from being fully qualified, the employee is ineligible for the posted level.

The hiring supervisor could then consider a number of options, such as:

- Re-post the position to see if fully qualified candidate can be attracted
- Consider changes to the work area (e.g. restructure work assignment and reclassify position to lower level)
- If the position is reclassified to a lower level, the position must be re-posted (i.e. Letters of Offer will not indicate a developmental strategy of re-classifying position to higher level at a future date)

Reclassification of a Position

- If a position is submitted to Committee and it is agreed that the position will be reclassified to a higher level, the incumbent will be moved to the higher level **if the incumbent meets the qualifications of the position**. If not, then the same provisions outlined in 'Promotions' will be applicable.
- If fully qualified, the incumbent is eligible for an adjustment to salary of up to 5% or the minimum of the range of the reclassified position, whichever is greater.

Lateral Transfer

- If an employee moves to another position (within or external to the home department), which is at the same level as their own position, this would be considered a lateral transfer and there would be no change to salary.
- Also, the lateral transfer would be contingent on the employee possessing the required qualifications for the new position.

Performance Management

Performance discussions will take place on a semi annual basis and are designed to meet the following objectives:

To align Corporate, Departmental, and Individual goals – goals need to be connected to provide a meaningful purpose and contribute to the accomplishment of the goals.

To set clear expectations about where efforts should be focused for the year – both the expectations for performance results and for behaviour while achieving those results. These expectations also form the basis for an evaluation of performance.

To assist with individual development through the year. By setting goals and measures, supervisors can assess progress towards goals and the type of training and development required to support meeting the goals.

To provide a means of recognition for accomplishing goals. When we meet or exceed our targets based on the goals we have set in our PCP, we are eligible for merit

pay or a bonus through the pay-for-performance system or other non-financial means of recognition.

Performance increases for developmental and job level increases will take place at year end based on annual performance and approved in-range adjustments for all levels of Engineer positions. See Management Guidelines for description of performance management process.

POSTINGS

Experience

- Alberta Designation – P. Eng
 - Consideration of experience after engineering degree only (includes EIT years, co-op work terms and education past Bachelors)
 - Co-op Work Terms, Masters and PH.D experience will be in accordance with the decision of APEGGA
- Out of Province, but within Canada – these applicants will be treated as P. Eng however they must prove they have contacted APEGGA to receive P. Eng in Alberta.
- Within North America – APEGGA will assess and determine whether candidate meets the requirements for a P. Eng designation
 - APEGGA's assessment will be recognized in those cases
 - Employee will be placed on probation and placed within the PE1 salary range during APEGGA's assessment period
- Outside of North America – APEGGA will assess and determine whether candidate meets the requirements for a P. Eng designation
 - APEGGA's assessment will be recognized and defined in those cases
 - Employee will be placed on probation and placed within the PE1 salary range during APEGGA's assessment period
 - As early on as possible in the hiring process, the applicant will be asked if they have contacted APEGGA
 - if they have, the timing of their probation will be set on a case by case basis based on APEGGA's assessment of their qualifications
 - even after becoming a recognized EIT, they will still not be considered above a PE1 until they have their P. Eng (as per guideline above)
 - if they have not contacted APEGGA, it is unlikely that they will move further in the competition
- The following qualification will be included on all engineering postings:
 - "Membership in APEGGA as a Professional Engineer (P. Eng) or eligible for membership in APEGGA as a Professional Engineer (P. Eng)"

In all cases, it is the responsibility of the incumbent to apply for APEGGA recognition prior to a position being formally offered. The employee is required to provide Recruitment with proof of contact with APEGGA prior to the offer of employment.

GENERAL

- Generic engineering profiles are primarily for classification purposes
 - Education and years of experience requirements for the posting will be taken from generic profiles
- It is the responsibility of the manager to provide information for the rest of the posting's content
 - Could come from existing Position Descriptions, or previous postings
 - Business area may decide to develop job profiles for individual engineer positions that are included in the corporate profiles for use in job postings or to describe duties to an incumbent

The Job Evaluation, Career Progression and Pay Administration Guidelines for Engineers were developed to maintain internal equity and consistency in application of guidelines for Engineers at the City of Edmonton.

Approved by the Corporate Engineering Committee:

(Original signed)

Chris Ward
Branch Manager, Building Design and Construction
Capital Construction

Date

(Original signed)

Brice Stephenson
Branch Manager, Transportation Operations
Transportation

Date

(Original signed)

John Hodgson
Branch Manager, Drainage Services
Asset Management and Public Works

Date

(Original signed)

Orest Gowda
Director, Development Coordination,
Planning and Development

Date

(Original signed)

Colin Smigelski
Director, Management and Engineering Services
Corporate Services (MES)

Date

(Original signed)

Doug Poss
Director, Compensation
Human Resources

Date

APPENDIX I

ENGINEERING COMPENSATION

2011 Salary Ranges

Classification	Develop'l Range (70%)	Range Minimum (80%)	Range Maximum (100%)
<u>PE 1</u> – Engineer 1 (EIT)	\$51,889	\$59,301	\$74,131
<u>PE 2</u> – Engineer 2	\$65,016	\$74,306	\$92,882
<u>PE 3</u> – Engineer 3	\$77,217	\$88,248	\$110,310
<u>PE 4</u> – Technical Specialist	\$84,939	\$97,072	\$121,342
<u>ME 3</u> – General Supervisor (Same range as ML3)	\$84,939	\$97,072	\$121,342
<u>ML 4</u> – Director (Same range as rest of Mgmt.)	\$100,383	\$114,723	\$143,404

MANAGEMENT ADMINISTRATIVE GUIDELINES - FEBRUARY 2011.DOC