

Personnel Standing Committee Meeting Agenda

Date: Tuesday, February 25, 2025, 6:30 pm
Location: Tecumseh Town Hall - Council Chambers
917 Lesperance Road
Tecumseh, Ontario N8N 1W9

Pages

- A. Roll Call**
- B. Call to Order**
- C. Land Acknowledgement**

We acknowledge that we are on land and surrounded by water, originally inhabited by Indigenous Peoples who have travelled this area since time immemorial. This territory is within the lands honoured by the Wampum Treaties; agreements between the Anishinaabe, Haudenosaunee, Leni Lenape and allied Nations to peacefully share and care for the resources around the Great Lakes. Specifically, we would like to acknowledge the presence of the Three Fires Confederacy Ojibwe, Odawa, Potawatomi and Huron/Wendat Peoples. We are dedicated to honouring Indigenous history and culture while remaining committed to moving forward respectfully with all First Nations, Inuit and Métis.

- D. Disclosure of Pecuniary Interest**
- E. Delegations**
- F. Communications**
- G. Reports**

1. CAO-PC-2025-02 Personnel Policy Review

4 - 7

Recommendation

Moved by _____

Seconded by _____

That Report CAO-PC-2025-02 entitled “Personnel Policy Review” be received;

And that the policies listed below **be recommended** by the Personnel Committee to be repealed by Council at the March 11, 2025, Regular Council Meeting:

Policy No. 5 – Retirement Policy

Policy No. 11 – Provision of Vacation

Policy No. 15 – Survivor Benefits Policy

2. CAO-PC-2025-03 Compensation and Salary Administration Policy

8 - 16

Recommendation

Moved by _____

Seconded by _____

That Report CAO-PC-2025-03 entitled “Compensation and Salary Administration Policy Update” be received;

And that the revisions in Attachment 1 to Report CAO-PC-2025-03 “Compensation and Salary Administration Policy Update” **be recommended** by the Personnel Committee for approval by Council at the March 11, 2025, Regular Council Meeting.

3. CAO-PC-2025-04 Flowers or Contribution in Lieu of Flowers Policy Update

17 - 23

Recommendation

Moved by _____

Seconded by _____

That Report CAO-PC-2025-04 entitled, “Flowers or Contribution in Lieu of Flowers Policy Update” be received;

And that the revisions in Attachment 1 to Report CAO-PC-2025-04 “Flowers or Contribution In Lieu of Flowers Policy Update” **be recommended** by the Personnel Committee for approval by Council at the March 11, 2025, Regular Council Meeting.

H. Unfinished Business

I. New Business

J. **Next Meeting**

K. **Adjournment**

Recommendation

Moved by _____

Seconded by _____

That there being no further business, the Tuesday, February 25, 2025

Personnel Committee Meeting **be adjourned** at pm.



The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

To: Personnel Committee
From: Michelle Drouillard, Director People and Culture
Date to Council: Tuesday, February 25, 2025
Report Number: CAO-PC-2025-02
Subject: Personnel Policy Review

Recommendations

It is recommended:

That Report CAO-PC-2025-02 entitled “Personnel Policy Review” **be received;**

And that the policies listed below **be recommended** by the Personnel Committee to be repealed by Council at the March 11, 2025, Regular Council Meeting:

Policy No. 5 – Retirement Policy

Policy No. 11 – Provision of Vacation

Policy No. 15 – Survivor Benefits Policy

Background

The People & Culture department continues to conduct reviews of the inventory of active Town Personnel Policies. Based on the review there are three policies that are recommended to be repealed as they are either no longer in compliance with Provincial/Federal legislation or they are a duplicate of Standard Operating Procedures (SOP).

Policy No. 5 – Retirement Policy

The Retirement Policy is no longer required as it does not meet legal obligations and poses liability to the Town. The Ontario Human Rights Code prohibits age-based discrimination in employment, including mandatory retirement. The retirement age for firefighters is regulated at 60, by Bill 181 of the Ontario Fire Protection and Prevention Act. This retirement condition is provided in the Tecumseh Firefighter’s Association Agreement under Article 9.05.

Policy No. 11 – Provision of Vacation

The Provision of Vacation Policy is no longer required as this information is documented in the Standard Operating Procedure – Non-Union Employees Terms and Conditions of Employment. This policy was also a duplicate of Policy No. 12 which was repealed and replaced with the above-mentioned SOP on January 14, 2025.

Policy No. 15 – Survivor Benefits Policy

The Survivor Benefits Policy is no longer required as this information is documented in the contracts and terms of the Town’s benefit carriers, as well as Standard Operating Procedure – Non-Union Employees Terms and Conditions of Employment. This policy is also not meeting legal obligations in its definitions and poses a liability to the Town.

Comments

In consideration of current legislation and the Standard Operating Procedure – Non-Union Employees Terms and Conditions of Employment, it is the recommendation of People & Culture that Council repeal policies 5, 11 and 15.

Consultations

Chief Administrative Officer

Financial Implications

There are no financial implications.

Link to Strategic Priorities

Applicable	2023-2026 Strategic Priorities
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer



The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

To: Personnel Committee

From: Michelle Drouillard, Director People and Culture

Date to Council: Tuesday, February 25, 2025

Report Number: CAO-PC-2025-03

Subject: Compensation and Salary Administration Policy Update

Recommendations

It is recommended:

That Report CAO-PC-2025-03 entitled, “Compensation and Salary Administration Policy Update” **be received**;

And that the revisions in Attachment 1 to Report CAO-PC-2025-03 “Compensation and Salary Administration Policy Update” **be recommended** by the Personnel Committee for approval by Council at the March 11, 2025, Regular Council Meeting.

Background

People & Culture recently completed a total compensation review of the Non-Union group of employees. Based on the approved changes that have been implemented January 1, 2025, the Compensation and Salary Administration policy must be updated to reflect current practices.

Ensuring this policy is current also falls in line with the People Strategy Objective of “Deploy Effective Talent Acquisition and Retention Strategies” with a focus on a total compensation strategy that establishes our program and differentiates us as an employer of choice.

Comments

The fully revised policy can be found as Attachment 1 and the changes made reflect the current Compensation and Salary Administration practices. All changes made to the policy are detailed below.

Definitions & Step Advancement in Wage Grid

Through completion of the job evaluation process, the wage grid has been amended from thirteen (13) levels of job classes to eleven (11). The following clauses have been amended to reflect this change:

4.4 Wage Grid – The wage grid represents the eleven (11) grid levels of job classes which is one component of the compensation framework that is used for salary administration and pay related decisions.

4.5 Steps - represents the salary ranges within each of the eleven (11) levels.

8.1 The salaries referenced in this policy are based on eleven (11) job classification levels.

Compensation

The Town of Tecumseh's compensation philosophy has been increased to the 65th percentile from the 60th. This will ensure that the Town is able to recruit and retain top talent. The below clause has been revised to reflect this change.

5.2 The Town of Tecumseh's compensation philosophy is to align salaries established in our wage grid with the 65th percentile of comparator organizations established in the periodic compensation evaluation administered every three to five years.

Annual Review

Due to time constraints with performance appraisals and feedback from the senior leadership team, the effective date of step increases has been amended to January from October.

7.2 Management and Non-union Administrative Support Staff

7.1.2 Step increases will be reviewed on an annual basis. The effective date of any salary changes resulting from the annual performance review shall normally be effective on January 1st of each year or as otherwise indicated.

Schedule A

Schedule A (Wage Grid) has been removed from the Compensation and Salary Administration Policy. This document is a key part of the Town's Pay Equity Plan and will be included when the Town's plan document is renewed to reflect recent revisions and posted.

Consultations

Financial Services
Chief Administrative Officer

Financial Implications

All financial implications have been included in the recently adopted 2025 Town budget.

Link to Strategic Priorities

Applicable	2023-2026 Strategic Priorities
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

Communications

Not applicable

Website

Social Media

News Release

Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
1	CAO-PC-2025-03-Attachment 1- 67 Compensation and Salary Administration Policy - Updated



The Corporation of the Town of Tecumseh

Policy Manual

Policy Number:	67
Effective Date:	March 11, 2025
Supersedes:	PC April 26, 2022 PC 35/09 November 30, 2009
Approval:	March 11, 2025
Subject:	Compensation and Salary Administration Policy

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1. Policy Statement

A policy to ensure the fair and consistent administration of salary compensation for Town of Tecumseh (Town) non-union employees which will enable the Town to be regarded as a fair and equitable employer.

2. Application

- 2.1 To all Council, management, and non-union administrative employees.
- 2.2 Union and Association staff compensation is contained in the respective collective bargaining and association agreements.

3. Purpose

- 3.1 Establishing and maintaining a fair and equitable compensation and salary administration policy is essential for talent acquisition and retention. Competitive compensation ensures the Town is able to achieve organizational objectives with the necessary leadership in place to fill its management and administrative support positions.
- 3.2 The Town as an employer will aim to establish pay practices which are fair and equitable in relation to the work performed, qualifications required, and responsibility assumed while reflecting the competitive job market and the Town's financial capabilities.
- 3.3 Employee compensation systems will provide a predictable means of managing salary costs and other total compensation-related expenses.

4. Definitions

- 4.1 Director – Senior Manager of the organization who leads and directs a particular function of the organization and reports directly to the Chief Administrative Officer.
- 4.2 Employee – management and non-union administrative staff.
- 4.3 Job Classification – each position within the organization shall be rated and represented by a classification for such position. Multiple steps will reflect the levels or grid for each classification.
- 4.4 Wage Grid – The wage grid represents the eleven (11) grid levels of job classes which is one component of the compensation framework that is used for salary administration and pay related decisions.

- 4.5 Steps - represents the salary ranges within each of the eleven (11) levels.

5. Compensation

- 5.1 Annual salary increases may be based on the following:

5.1.1 Annual economic adjustment, as approved by Town Council

5.1.2 Step advancement within the grid, based upon completion of an annual Performance Evaluation, which includes achievement of the objectives established for the year and satisfactory performance in the competencies and demonstrated abilities applied by the employee in their duties for the year, as attested by their respective Director or, in the case of Directors, the Chief Administrative Officer.

- 5.2 The Town of Tecumseh's compensation philosophy is to align salaries established in our wage grid with the 65th percentile of comparator organizations established in the periodic compensation evaluation administered every three to five years.

6. Annual Economic Adjustment

- 6.1 In each year, an adjustment to the salary ranges in the wage grid will be made, to be effective January 1st taking into consideration:

6.1.1 The annual economic adjustment based on the Consumer Price Index (CPI) year over year;

6.1.2 The OMERS annual increase;

6.1.3 Municipal comparators' general average percentage increase;

6.1.4 The average/median range adjustments for Municipalities/Public Sector employers;

6.1.5 Negotiated increases with the Local Bargaining units;

6.1.6 Compression; and

6.1.7 Financial capabilities.

- 6.2 Provisional economic adjustments will be recommended and approved through the annual Budget process. Once approved, adjustments will be made to all steps within each level of the grid classification.

- 6.3 Any changes, based on the Consumer Price Index (CPI), year over year, or as otherwise recommended by the Personnel Committee, would be presented as part of the annual operating budget for the consideration and approval of Town Council.

7. Annual Review

7.1 Performance Evaluations

- 7.1.1 Performance Evaluations shall occur annually each year. In cases of unsatisfactory performance, step increases may be withheld.

7.2 Management and Non-union Administrative Support Staff

- 7.1.2 Step increases will be reviewed on an annual basis. The effective date of any salary changes resulting from the annual performance review shall normally be effective on January 1st of each year or as otherwise indicated.

7.3 Deferments

- 7.1.3 The date for a step increase may be deferred under certain and reasonable circumstances, e.g., when an employee fails to meet the performance standards of his/her position or was on a leave of absence (other than maternity or parental leave) and insufficient time in the position for Director to assess performance.

- 7.1.4 When it is evident that an employee's performance is below the level that is expected of the position, the respective Director of the employee or the CAO in the case of a Director must undertake corrective action. He/she must meet with the employee to:

- a. Discuss the possibility that a step increase may not be warranted at the time of the annual review; and
- b. Indicate unsatisfactory performance, formally review areas of weakness, and set objectives for improved performance by which the employee will be measured.

- 7.2 This performance improvement meeting must be done sufficiently in advance of the salary review date to allow the employee an opportunity to improve his/her performance and should be executed under the guidance of the People & Culture department.

8. Step Advancement in Wage Grid

- 8.1 The salaries referenced in this policy are based on eleven (11) job classification levels.
- 8.2 Positions are rated and assigned an appropriate salary grid level. The Director People & Culture shall be responsible for ensuring that assignment of salary grid levels are kept up to date. Currently, each salary grid level has a range of five (5) steps.
- 8.3 Candidates shall be offered a rate that reflects a balance of their skills and experience and in addition, maintains internal equity. Employees are normally appointed at the minimum salary within the grid level (Step One). A higher rate/step may be offered to attract a suitable candidate as agreed by the Department Director and the Director People & Culture prior to an offer being made.

9. Periodic Evaluation

- 9.1 Every three (3) to five (5) years, commencing in the first quarter of 2024, a compensation evaluation will be conducted to review as market comparators and comparable positions. Adjustments will be recommended for consideration by the Director People & Culture and the Chief Administrative Officer to the Personnel Committee.
- 9.2 In the event that the job description and/or duties and responsibilities of a position are altered from the time of the original ratings assigned to the position, an employee may request that the position be re-evaluated. In this instance, the Director People & Culture will determine if such re-evaluation is warranted or can defer the request to the review process.
- 9.3 Periodic reviews for purposes of compliance with Pay Equity legislation may be required from time to time. It is recommended that this review, to the extent possible, be included with the compensation evaluation process.

10. Contact

Director People & Culture
Chief Administrative Officer

11. Approvals

Personnel Committee Approval



The Corporation of the Town of Tecumseh

Chief Administrative Officer - People & Culture

To: Personnel Committee

From: Michelle Drouillard, Director People and Culture

Date to Council: Tuesday, February 25, 2025

Report Number: CAO-PC-2025-04

Subject: Flowers or Contribution in Lieu of Flowers Policy Update

Recommendations

It is recommended:

That Report CAO-PC-2025-04 entitled, “Flowers or Contribution in Lieu of Flowers Policy Update” **be received**;

And that the revisions in Attachment 1 to Report CAO-PC-2025-04 “Flowers or Contribution In Lieu of Flowers Policy Update” **be recommended** by the Personnel Committee for approval by Council at the March 11, 2025, Regular Council Meeting.

Background

The Flowers or Contribution in Lieu of Flowers policy was previously overseen by the Director Corporate Services & Clerk. A change in policy oversight was recommended in the organizational review in 2021. As well, there were requirements for definition and procedural updates to ensure the policy reflects current practices.

Comments

The Flowers or Contribution in Lieu of Flowers Policy now falls under the oversight of the Director People & Culture. The fully revised policy can be found as Attachment 1 and amendments to the policy are summarized below.

Definition Updates

The definition of spouse has been updated as Policy No. 13 was repealed on May 14, 2024. Policy 13 was referenced in the previous version of this policy and therefore no longer applicable. Definitions were revised to align with legislation where applicable, our bereavement policy, and generally provide for more inclusive language. The following definitions have been updated in the revised policy.

2.7.1 Spouse is defined as a person who is legally married or is in a common-law relationship.

2.7.2 Parents means natural, step or adoptive mother or father.

2.7.4 Siblings means natural, step or adoptive brothers or sisters.

Procedure Updates

The budget account has been updated to reflect current practice.

4.3 The expenses related to this Policy shall be funded from the People & Culture Budget – Public Relations.

Throughout the policy all references from the Director Corporate Services & Clerk have been amended to the Director People & Culture to reflect the change in practice.

Consultations

Chief Administrative Officer

Financial Implications

Additional financial implications are not anticipated.

Link to Strategic Priorities

Applicable	2023-2026 Strategic Priorities
<input type="checkbox"/>	Sustainable Growth: Achieve prosperity and a livable community through sustainable growth.
<input type="checkbox"/>	Community Health and Inclusion: Integrate community health and inclusion into our places and spaces and everything we do.
<input checked="" type="checkbox"/>	Service Experience: Enhance the experience of Team Tecumseh and our citizens through responsive and respectful service.

Communications

Not applicable

Website Social Media News Release Local Newspaper

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Amanda Schram, CHRL
People & Culture Advisor

Reviewed by:

Michelle Drouillard, BA Hons., CHRL
Director People & Culture

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
1	CAO-PC-2025-04-Attachment 1- 30 Flowers or Contribution in Lieu of Flowers Policy - Updated



The Corporation of the Town of Tecumseh

Policy Manual

Policy Number:	30
Effective Date:	March 11, 2025
Supersedes:	PPC 3/02 PPC 16/05 PPC 05/15 PPC 11/16
Approval:	March 11, 2025
Subject:	Flowers or Contribution in Lieu of Flowers Policy

1. Purpose

- 1.1 To establish when Flowers, or a Contribution in Lieu of Flowers, will be sent by The Corporation of the Town of Tecumseh at the time of death, when illness occurs and when there is a birth or adoption of a child.

2. Definitions

- 2.1 Dignitary means any Member of County Council, local Municipal Council in the County of Essex, or any Member of Provincial or Federal Government.
- 2.2 Committee Member means any Member appointed to a Committee or Local Board of the Corporation.
- 2.3 Contribution in Lieu of Flowers means a fruit basket or arrangement, monetary donation, or other gift as may be deemed appropriate by the Director People & Culture.
- 2.4 Corporation means The Corporation of the Town of Tecumseh.
- 2.5 Council Member means a currently elected, or formally elected Member of Tecumseh Council.

2.6 Employee means any current full or part-time, or volunteer firefighter of the Corporation.

2.7 Family Member means spouse, parents, children, and siblings.

2.7.1 Spouse is defined as a person who is legally married or is in a common-law relationship.

2.7.2 Parents means natural, step or adoptive mother or father.

2.7.3 Children means natural, step, adoptive, daughter-in-law or son-in-law.

2.7.4 Siblings means natural, step or adoptive brothers or sisters.

3. Scope

3.1 Upon Death:

3.1.1 Flowers, or Contributions in Lieu of Flowers, will be sent at the direction of the Mayor, Chief Administrative Officer or Director People & Culture upon the death of:

- a. a Dignitary or Dignitary's Spouse;
- b. a Member of Council or their Family;
- c. an Employee or their Family;
- d. a Committee Member who has served the Corporation within the last ten (10) years.

3.2 Upon Illness:

3.2.1 Flowers, or Contribution in Lieu of Flowers, will be sent at the direction of the Mayor, Chief Administrative Officer or Director People & Culture upon the illness of:

- a. a Dignitary;
- b. a Member of Council or their Spouse;
- c. an Employee or their Spouse;
- d. a Committee Member.

3.2.2 In the case of illness, the individuals listed above must have been hospitalized no less than two (2) days.

3.3 Upon Birth or Adoption of a child:

3.3.1 Flowers, or Contribution in Lieu of Flowers, will be sent at the direction of the Mayor, Chief Administrative Officer or Director People & Culture upon the birth or adoption of a child to:

- a. a Member of Council;
- b. an Employee

4. Procedure

- 4.1 Upon death or illness of a Dignitary, Member of Council, Employee, Committee Member, or their Family Member, the Director People & Culture shall be notified and once notified will arrange for a floral arrangement to be delivered to the funeral home or family residence, or shall have a Contribution in Lieu of Flowers made on behalf of the Corporation as deemed appropriate by the Director People & Culture.
- 4.2 Upon birth or adoption of a child of a Member of Council or an Employee the Director People & Culture shall be notified and once notified will arrange for a floral arrangement to be delivered to the hospital or family residence or shall have a Contribution in Lieu of Flowers made on behalf of the Corporation as deemed appropriate by the Director People & Culture.
- 4.3 The value for such Flowers, or Contribution in Lieu of Flowers, will be as determined by the Director People & Culture.
- 4.4 The expenses related to this Policy shall be funded from the People & Culture Budget – Public Relations.
- 4.5 Flowers, or a Contribution in Lieu of Flowers, may be made on behalf of the Corporation upon the direction of the Mayor or the Chief Administrative Officer.

5. Contact

Director People & Culture
Chief Administrative Officer

6. Approval

Personnel Committee