

	Wage Policy	Version 3	Page 1 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

WAGE POLICY 2016

BAND COUNCIL OF GESGAPEGIAG

July 4th, 2016

	Wage Policy	Version 3	Page 2 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

Wage Policy

1. Introduction

This wage policy was developed on the basis of sound management objectives and principles of human resources management. It sets out the general principles and the objectives of the policy as well as the terms and conditions of wage determination and revision.

Job analysis and establishment of salary are two core aspects of the vast area of human resources management. Job analysis is defined here as the process of examining, describing and evaluating the content of the position and ranking of related positions. Establishment of salary is the process that takes place after positions have been ranked and through which a salary structure will be established.

The present document describes the Gesgapegiag Band Council wage policy.

2. Overall Objective

The organisation wishes to offer wages to its employees according to a structure that is fair and equitable both internally and externally. The wage system must contribute to maintaining pay equity between job positions and, whenever possible, must remain competitive with regional organisations working in a comparable sector of activity. The external comparison is based on an external wage study within different comparable organisations: MRC, municipalities, city, government of Quebec, etc.

3. Specific Objectives

3.1. Employee Motivation: The wage policy is designed so that each employee of the organisation is motivated to perform quality work. Thus, the best-performing employees will see their efforts rewarded with a pay bonus.

3.2. Ensure internal pay equity: The wages attributed to each position within the organisation must be fair and equitable. Each position has been evaluated with criteria recognised by the basic principles of pay equity.

3.3. Aim for external pay equity: The wages attributed to each position must respect the trends of salaries paid by other regional organisations with similar objectives. Thus, the organisation maintains employee purchasing power. It is then easier to

	Wage Policy	Version 3	Page 3 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

retain employees, to recruit new resources, and enable some progress within the organisation.

3.4. Clarify remuneration mechanisms: Remuneration mechanisms must be easy to explain and to understand. In addition, information relating to the wage policy (the pay grade for each employee) must be distributed to each employee.

4. Employees exempt from the proposed salary scale system

Some Band Council employees will not be covered by the proposed salary scale system. Since the professional jobs in Health and Community Services (nurses, doctors, social workers), and in Education (teachers) are governed by a different salary structure system. For the professional jobs in these departments, the Gesgapegiag Band Council will base its requirements and qualifications on those of the federal and provincial governments, and will base the salary structures on a percentage of the federal and provincial scales. This is necessary to remain competitive in these professional fields and to ensure quality staffing for the Micmacs of Gesgapegiag Band.

Also, some workers in the Forestry and Fishing industries will be paid according to industry norms and standards so they are not covered by this salary scale system either.

However, they will follow the wage policy rules (rules for Passing From One Step to the Other, Evaluation process, etc.)

Holders of political office not exempt:

Occasionally, staff members are elected to serve on the Band Council. It is important to note that this does not in any way exempt them from this policy. That is, their salary will be set according to the job analysis outlined in this document, and their movement up the salary scale will depend on a satisfactory or outstanding performance.

5. Evaluation Process

Job evaluation establishes the hierarchy of the positions. This evaluation is carried out based on job descriptions and in accordance with the common evaluation system as part of the present policy.

This process consists of wage factors chosen and assessed according to the organisation's management principles. Each factor is divided into levels, which are then assigned points according to the factor's value. The final job evaluation is based on the sum of the points

	Wage Policy	Version 3	Page 4 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

awarded to each of wage factors for that position. According to the total of the points obtained, the job is matched with the corresponding pay grade.

The twelve (12) wage factors considered for this wage system are:

- Education
- Experience
- Complexity of the tasks
- Autonomy and judgment
- Physical effort
- Mental effort
- Supervision responsibilities
- Financial responsibilities
- Responsibilities towards the results
- Communication
- Work environment
- Pace of work

Given that job descriptions are at the basis of the job evaluation, these must be maintained on a regular basis. It is the responsibility of Directors to ensure job descriptions in their directorates reflect the work done by their employees. When new positions are created or when significant changes come to the tasks of the existing positions, a new job evaluation must be carried out. The Human Resources Coordinator will assist Directors with updating and creating job descriptions.

It is important to note that before posting the position, the manager or supervisor in question should have submitted the job description to the HR Coordinator for analysis, and should have received a written reply as to the position's place in the scale. This will avoid misunderstandings with candidates about salary expectations.

6. Informing Staff

After Council has approved the general approach, the HR Coordinator will meet each Director to discuss the budgetary adjustments necessary to meet the requirements of the new scale. Then, each Director will inform individual staff members of their position's place on the scale.

7. Number of Steps Per Grade

In this policy, each grade consists of ten (10) steps. Exceptionally, some positions have more than ten (10) steps since they follow the scales of the Quebec Government (Secrétariat du Conseil du trésor).

	Wage Policy	Version 3	Page 5 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

8. New Wage Policy and the Employee:

- 8.1.** The new wage policy is not aimed to increase or decrease wages.
- 8.2.** The grade level or salary step does not represent the seniority of the employee.
- 8.3.** If an employee is more than 50% between two grades, the employer will give the higher step; otherwise, the employee keeps the current salary and will be increased to the next step during the salary increase period.
- 8.4.** If an employee is paid less than at Step 1, he will automatically be at that Step during the salary adjustment process of the following year.
- 8.5.** If an employee has a salary greater than Step 10, the salary is fixed (wage freeze). The employer decides to provide, or not, the rate of inflation (or a fraction of the rate of inflation) dependent on its ability to pay.

9. Rules for Passing From One Step to the Other:

- 9.1.** An employee has the opportunity to move up one step each year (at the first full week of the month of June). A performance review takes place during the month of April. To move up a level, employees must have reached the targets set by their immediate supervisor the previous year and have carried out satisfactory work according to their job description.
- 9.2.** If the objectives are not met for reasons which belong to the employee, it is possible that the employee may not be moved up a step. In this case, for a full-time employee, the next evaluation will take place six (6) months later and the possibility of an increment depends on the achievements or targets set out six (6) months earlier. Wage is not backdated.

10. Hiring a New Employee:

- 10.1.** A new employee with the minimum requirements of the position begins at the first step (1) of his grade. After a 6-month probation period, the employee is confirmed in his job position. At each annual evaluation period, the employee will be assessed in order to pass to the next step.
- 10.2.** An employee who has relevant experience and specific skills in the same field of employment may start at a Step greater than one (1). The following criteria can be used to classify a new employee with experience and/or skills:

	Wage Policy	Version 3	Page 6 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

- 0 to 2 years of experience in a relevant field: starts at the Step 1;
- 3 to 4 years of experience in a relevant field: starts at Step 2;
- 5 to 6 years of experience in a relevant field: starts at Step 3;
- 7 to 8 years of experience in a relevant field: starts at Step 4;
- 9 to 10 years of experience in a relevant field: starts at Step 5;
- 11 to 12 years of experience in a relevant field: starts at Step 6;
- 13 to 14 years of experience in a relevant field: starts at Step 7;
- 15 to 16 years of experience in a relevant field: starts at Step 8;
- 17 to 18 years of experience in a relevant field: starts at Step 9;
- 19 years or more experience in a relevant field: starts at Step 10;
- The job expertise level must be evaluated by the Human Resources Coordinator;
- Internal equity should be observed (a new employee must generally not exceed an employee in place for several years, unless this type of expertise is very rare on the market or that a particular context presents itself);
- Level of education may influence the start at one or two higher steps.

11. Evaluation Period:

For all regular employees, the evaluation period takes place between April 1 and March 31 of each year.

12. Ability to Pay:

- 12.1.** Step increment is conditional upon the capacity of the organisation to financially support the increase of payroll.

13. Increase in Wage Scale:

- 13.1.** This pay scale is structured so that each level pays 2% more than the previous step.
- 13.2.** At the Band Council meeting in the month of May of each year, the general administration shall propose a wage increase scenario. The employer can improve the wage structure in three ways:

	Wage Policy	Version 3	Page 7 de 8
	Approved by: Band Council of Gesgapegiag	Date: December 12, 2016	

- The employee is moved up a step (2%) without raising the wage according to the CPI, or;
- Increase all wage grade structures according to the CPI. The CPI chosen can be the actual CPI or a fraction of the CPI (e.g. if the actual CPI is 2%, the Board of Directors may decide that its ability to pay is only 1.5% or 1%). In this case, there is no moving up a salary step, or;
- Moving up a salary step and CPI (or a fraction of the CPI) increase.

13.3. The employer must obtain the inflation rate from Statistics Canada (province of Quebec, at the end of January) and add it to the wage policy, according to the ability to pay, and then change the employee's step.

14. Increase in Wage Scale – Specific cases

14.1. Unpaid leave: If an employee is absent on an unpaid leave (non-work related) for more than 75% of the reference period, he will not receive an increase for that year.

14.2. Contract workers and social assistance project workers: The decision to give or not to give an increase will be based on the length of continuous employment of the employee that is working under that contract/project on June 1st.

- Less than 1 year: He will receive the increase upon renewal of the contract or project.
- Between 1 year and less than 2 years: If he is under Step 1, he will be increased to that Step. If the employee's current salary is in the grade, he will receive an increase equivalent to CPI or a fraction of the CPI (determined by Band Council each year).
- 2 years and more: He will receive the same increase as the permanent employees (move to next Step and/or receive an increase equivalent to CPI or a fraction of the CPI depending on the Band Council's decision for the salary adjustment for that year).

14.3. Seasonal workers: Seasonal workers will move to the next Step once they have worked an amount equivalent to the hours that he would have worked if he was a full-time year round employee. For example, if the employee works 35 hours per week from May to September, he will receive an increase once he has worked 1820 hours (35 hrs X 52 weeks). However, he will receive an

	Wage Policy	Version 3	Page 8 de 8
	Approved by: Band Council of Geshgapegiag	Date: December 12, 2016	

increase equivalent to CPI or a fraction of the CPI (determined by Band Council each year) each year.

14.4. Job sharing: If an employee is sharing a position (6 months on / 6 months off), he will move to the next Step every 2 years. For share positions that are more than 6 months, it will be prorated (7 months = after 21 months of work). However, he will receive an increase equivalent to CPI or a fraction of the CPI (determined by Band Council each year) each year.

14.5. Home Care workers: Given than Home Care clients do not require the same amount of hours, the workers will receive an increase once they have worked an amount equivalent to the hours that he would have worked if he was a full-time year round employee. For example, if the employee works 24 hours per week, he will receive an increase once he has worked 2080 hours (40 hrs X 52 weeks). However, he will receive an increase equivalent to CPI or a fraction of the CPI (determined by Band Council each year) each year.

Please note that vacation days, funeral days, storm days, statutory holidays, personal days, compassionate leave and bereavement leave are considered working hours and will be counted when accumulating the hours required to receive an increase and move up to the next Step.

15. Replacement wage:

If an individual is requested to replace an absent employee, he will receive the hourly rate equal to the Step 1 of the grade of the position that he replaces. However, if he is currently already working for the Micmacs of Geshgapegiag Band and is receiving a higher hourly rate, the employee will maintain his current rate when replacing that position.

16. Social assistance project wage:

All employees that are part of a social assistance project will receive an hourly rate of \$12.50 minimum.