

ADMINISTRATIVE DIRECTIVE

Category: Human Resources

Salary Administration - Fire Management Team Compression

Directive Number: HRM-170

Approved by: CAO/CLT, March 8, 2021

Administered by: Human Resources and Talent Acquisition & Total Compensation

Effective Date: July 1, 2021

1. Background

The Corporation of City of Brampton (“the Corporation”) is committed to investing in our people while ensuring equity and transparency. Compression between the Brampton Professional Fire Fighter’s Association (BPFFA) members and their direct managers has created attraction and retention issues, particularly with internal candidates.

2. Purpose

The purpose of this Administrative Directive is to implement a standardized and transparent process for the compensation of internal and external candidates for positions within the Fire Management Team.

3. Application and Scope

This Administrative Directive applies to the following non-union management staff within the Fire Department:

- Fire Chief
- Deputy Fire Chief(s)
- Platoon Chief(s)
- Division Chief(s)

3.1 Exceptions

This Administrative Directive does not apply to fire management positions not listed above.

The 10% compression pay differential will not apply to red-circled job rates.

4. Outcomes

- 4.1 Maintain a competitive differential between unionized staff and their direct managers.
- 4.2 Incentivize internal candidates to pursue management opportunities, to preserve top talent within the department and to create clear career paths for effective succession planning.
- 4.3 Attract and retain top candidates for fire management roles.
- 4.4 Acknowledge the competitive talent market for roles within Fire management.

5. Principles

5.1 Equity and consistency

Salary administration promotes equity and a performance-based culture that builds accountability, fairness, and consistency.

5.2 Transparency

Salary administration procedures and practices are communicated in an open, honest, transparent, and clearly articulated manner.

5.3 Market competitiveness

Prevailing market conditions, comparators, and benchmarks are regularly reviewed. The Corporation collects relevant information to inform salary administration practices and processes, and to ensure salary structures are, and remain market competitive.

5.4 Performance contributions

Employees are actively engaged to support performance and growth through salary administration and total rewards systems that value and recognize performance contributions.

5.5 Fiscal responsibility

Recruitment and retention of valued staff is balanced with fiscal responsibility as a public sector employer.

6. Policy Statements

- 6.1 The fire management compression differential will be applied to the applicable roles as follows:
 - Deputy Fire Chief: the Deputy Fire Chief's rate of pay will be a minimum of 10% greater than the highest paid Platoon or Division Chief, inclusive of years of service recognition pay.

- Platoon Chief: the Platoon Chief's rate of pay will be a minimum of 10% greater than their highest paid direct report, inclusive of years of service recognition pay.
 - Division Chief: the Division Chief's rate of pay will be a minimum of 10% greater than their highest paid direct report, inclusive of years of service recognition pay.
- 6.2 The 10% compression differential will be assessed and applied on July 1st on an annual basis, in line with the July 1st across-the-board increases negotiated by the BPPFA. No retroactivity would apply.
- 6.3 The base salary set on July 1st of each year to meet the 10% differential will apply to subsequent internal promotions or temporary assignments, as of the effective date of the promotion or temporary assignment.
- 6.4 The base salary set on July 1st of each year to meet the 10% differential will apply to subsequent new hires, as of the effective date of the hire.
- 6.5 Any lump sum payable as a result of the performance management program will be included in the 10% differential assessment.
- 6.6 If a 10% differential requires a salary above the grade maximum, it will be paid as lump sum.
- 6.7 A market premium of \$9,000 will be paid on an annual basis to the Fire Chief, Deputy Chief(s), Platoon Chief(s) and Division Chief(s). The premium is paid on a bi-weekly basis. This provision will be re-assessed annually by Human Resources and the CAO to verify whether the market premium remains relevant.

7. Roles and Responsibilities

7.1 Human Resources

- a) The establishment, administration, governance and maintenance of the annual Fire Compression review, in accordance with the principles and procedures provided herein, as well as in compliance with legislated requirements.
- b) Providing professional guidance and advice on salary administration matters.
- c) Reviewing and providing advice on salary considerations.
- d) Reporting to the Corporate Leadership Team with general information on the application of this Policy.

7.2 Management (Fire Chief)

- a) Ensuring that compensation policies and procedures are adhered to at all times.
- b) Consulting with Human Resources on salary administration policies and procedures.
- c) Ensuring salary changes have been approved through Human Resources as per policy to support the values of equity and transparency.
- d) Ensuring recommendations for salary changes are supported and approved by Department Heads.
- e) Prompt submission of information in order to avoid any delay in salary adjustments to employees.
- f) Treating all employees fairly, consistently and equitably under the Salary Administration Policy.
- g) Providing business case proposals and securing budget approval, where required.
- h) Adhering to approval process and obtaining required approval levels for considerations.

7.3 Approvals

All changes approved by Management must be approved by the Chief Administrative Officer (CAO) and sent to Human Resources for appropriate documentation management.

8. Monitoring, Reporting and Compliance

- 8.1 Human Resources will partner with Fire Management to assess the effectiveness of this administrative directive every 2 years.
- 8.2 Annual report will be provided to the CAO for review detailing results of the salary compression data.
- 8.3 Human Resources will conduct periodic reviews of internal promotions and external hires' files to verify compliance with the provisions outlined on an ad hoc basis.
- 8.4 **Consequences of Non-Compliance**

Failure to follow this Administrative Directive may include a lack of consultations with HR, where appropriate and/or lacking CAO approval, which may result in

regulatory action and immediate corrective action which may include termination of employment or other action as appropriate.

8.5 Alternate Approach

Circumstances may exist where the provisions of this Policy may not apply or may require an alternate course of action. In these circumstances, written approval from the Chief Administrative Officer and Director, Human Resources is required prior to any alternate action.

9. Definitions

- 9.1 'Compression' occurs when the salary of a direct report falls within 10% of a direct People Leader. Compression can be deemed acceptable based on the specialized skills and experience of both the People Leader and their direct report.
- 9.2 'Fire Management Team' is comprised of the Fire Chief, the Deputy Chiefs, Platoon Chiefs and Division Chiefs.
- 9.3 'Grade' refers to a fixed framework of a salary range represented by a minimum and maximum salary amount.
- 9.4 'Grade minimum' is the lower limit of the salary range, or the minimum salary amount.
- 9.5 'Grade midpoint' is the half way point of the salary range, and is considered "Job Rate" for the purposes of Union to Non Union Salary Range comparison.
- 9.6 'Grade maximum' is the upper limit of the salary range, or the maximum salary amount.
- 9.7 'Internal equity' is the comparison of employee salaries at the same grade in relation to knowledge, skills, years of service, performance and experience within the section or division, based on the nature of the position.
- 9.8 'Red circle' occurs when an employee's salary exceeds the grade maximum of the position. In these cases, the employee's salary remains the same until such time that their base salary places within the salary range.

10. References and Resources

This Administrative Directive should be read and applied in conjunction with the following references and resources as updated from time to time. To the extent that this Policy may conflict with any other policies containing related information, this Policy shall apply. Please note that some of the following documents may not be publically available.

[Salary Administration Policy – 4.1.0](#)

[Recruiting & Retaining Top Talent Policy – HRM-160](#)

Revision History

Date	Description
2023/07/01	Next Scheduled Review