



GENERAL GOVERNMENT SERVICES COMMITTEE MINUTES

Thursday, January 25, 2024 at 11:00 am

The Committee met at 11:00 am at the W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville.

Members Present:

Councillor John Creelman (Chair)
Councillor Chris Gerrits
Councillor James McLean
Councillor Wade Mills
Councillor Steve Soloman
Councillor Todd Taylor
Warden Darren White (joined at 11:04 am)

Members Absent:

Councillor Shane Hall (Shelburne)

Staff Present:

Sonya Pritchard, Chief Administrative Officer
Michelle Dunne, Clerk
Rebecca Whelan, Deputy Clerk
Aimee Raves, Manager of Corporate Finance,
Treasurer
Rohan Thompson, Director of People & Equity

Chair Creelman called the meeting to order at 11:02 am.

LAND ACKNOWLEDGEMENT STATEMENT

Chair Creelman shared the Land Acknowledgement Statement.

ROLL CALL

The Clerk verbally took a roll call of the Councillors in attendance.

DECLARATIONS OF PECUNIARY INTEREST

Councillor Taylor declared a pecuniary interest regarding Item #5 – Update: Non-Union Total Compensation Report as he has a family member who is employed with the County of Dufferin.

PUBLIC QUESTION PERIOD

There were no questions from the public.

Warden White joined the meeting at 11:04 am.

REPORTS

1. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #1
Headwaters Communities In Action 2023 Year End Report

A report from Jennifer Payne, Executive Director, Headwaters Communities In Action (HCIA), dated January 25, 2024, to present the 2023 year end report.

Moved by Councillor McLean, seconded by Councillor Taylor

THAT the 2023 Year-End report from Headwaters Communities In Action (HCIA), dated January 25, 2024, be received.

-Carried-

2. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #2
Access Dufferin Minutes

Minutes from the Access Dufferin meetings on January 17, 2024.

Moved by Councillor Gerrits, seconded by Councillor Soloman

THAT the minutes from the Access Dufferin meeting on January 17, 2024, be adopted.

-Carried-

3. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #3
Whistleblower Policy

A report from the Director of People and Equity, dated January 25, 2024, to provide information on the Whistleblower Policy to encourage and enable the reporting of alleged or potential wrongdoings.

Moved by Councillor Mills, seconded by Councillor Taylor

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Whistleblower Policy, be received;

AND THAT the attached Whistleblower Policy be approved.

-Carried-

4. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #4
Harassment & Respectful Workplace Policy

A report from the Direction of People and Equity, dated January 25, 2024, to provide Council with information on the changes made to the violence and harassment policies, and to seek approval for the attached draft Harassment and Respectful Workplace Policy.

Moved by Councillor Taylor, seconded by Councillor Soloman

THAT the report of the Director of People and Equity, dated January 25, 2024, titled Harassment & Respectful Workplace Policy, be received;

AND THAT the attached Harassment & Respectful Workplace Policy #2-04-16, be approved.

-Carried-

5. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #5
Update: Non-Union Total Compensation Report

Councillor Taylor declared a conflict and left the meeting at 11:44 am.

A presentation and report from the Director of People and Equity regarding the non-union total compensation package. **(Deferred from the December 14, 2023 Council meeting)** A copy of the presentation is attached.

Councillor Mills left the meeting at 11:53 am and joined at 11:57 am.

Councillor Gerrits left the meeting at 11:59 am and joined the 12:00 pm.

Moved by Councillor Mills, seconded by Councillor Gerrits

THAT the report of the Director People & Equity, titled Update: Non-Union Total Compensation Review, dated December 14, 2023, be received;

AND THAT the changes to total compensation outlined in the report be approved.

-Carried-

Councillor Taylor joined the meeting at 12:41 pm.

CORRESPONDENCE

- 6. GENERAL GOVERNMENT SERVICES – January 25, 2024 – ITEM #6
Mulmur-Melancthon Fire Board

A resolution from the Mulmur-Melancthon Fire Board, dated January 16, 2024, regarding the Simucast Radio System Capital Project.

Moved by Councillor White, seconded by Councillor McLean

THAT the resolution from the Mulmur-Melancthon Fire Board, dated January 16, 2024, regarding the Simucast Radio System Capital Project, be received.

-Carried-

ADJOURNMENT

The meeting adjourned at 12:45 pm.

NEXT MEETING: Thursday, February 22, 2024
W & M Edelbrock Centre, Dufferin Room, 30 Centre Street,
Orangeville ON

Respectfully submitted,

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Councillor John Creelman, Chair
General Government Services Committee

Non-Union Total Compensation Review Update
General Government Services Meeting
January 25, 2024



Introduction

2023 to 2027 Equity Strategic Plan

Area of Focus: Increased feelings of trust, belonging and wellness at the County of Dufferin, specifically for Black people, racialized women, LGBTQ+ people, caregivers, Dufferin Oaks, and those with accessibility needs.

Goal 1.4: Establish a wellness-focused organizational culture that prioritizes individuals' physical, emotional, and mental well-being

Phase 1 tactic : Complete a review of the team member benefits package, and update to incorporate inclusive benefits that prioritize wellness, gender-affirming care, and flexibility for caregivers.

2023 to 2026 Corporate Strategic Plan

Priority Area – Equity: Fostering a workplace culture that embodies the values of inclusion, diversity, equity, and accessibility.

Goal 2: Ensure that the County is an inclusive, equitable and supportive Employer of Choice.

Tactic #4: Complete a total compensation review

Total Compensation Review Committee

Purpose:

- Review the County's current total compensation package, excluding salary and base wages
- make recommendations that provided comprehensive and meaningful enhancements
- The County's Vacation Policy and entitlements was included in this review.

Total Compensation Review

The Total Compensation Review Committee (the Committee) was assembled in January 2023 and was composed of 11 members from various County departments as well as a Chair and a Co-Chair from the People and Equity department.

The Committee's inaugural meeting was held on January 17, 2023.

The Committee met virtually over Teams every three weeks between January and September 2023.

The Committee's mandate was to review the current non-union total compensation package, excluding salary and base wages, and make recommendations that would optimize the total compensation package.

The Committee used the following principles to guide its recommendations:

- Diversity, equity, and inclusion
- Attraction and retention
- Cost effectiveness
- Current vs future employees
- Laws and regulations
- Administration

Total Compensation Survey


The Committee met with Mosey & Mosey, the County's benefit consultants, on several different occasions to discuss recommended changes to our health benefit plan.

Mosey & Mosey, in conjunction with the Committee, developed and distributed a confidential survey for all non-union employees regarding their total compensation package. The survey asked questions about health benefits provided to employees through Sun Life (insured) and the separate benefits provided to employees directly by the County (uninsured).

The survey was sent out on May 16, 2023, and was open until May 31, 2023. Responses from the survey were consolidated by Mosey & Mosey and shared with non-union employees in July 2023.

143 non-union staff members responded to the survey with a participation rate of 83 percent.

The results from the survey provided the Committee with a better understanding of what was important to employees and aided the Committee in determining what recommendations to move forward with.



Recommended Health Benefit Changes

Benefit	Plan Change
Drug Plan	Implement an evidence-based Drug Plan
Dental (2025)	Include an annual maximum on Basic Dental of \$1,800 per person
Vision & Eye Exams	Separate eye exams from vision maximum. Reimbursement is based on Sun Life's reasonable and customary amount
Paramedical Practitioners	Increase select paramedical practitioners from \$500 to \$750/year with a \$10/visit deductible
Mental Health Practitioners	Increase annual maximum from \$500 to \$1,500
Gender Affirming Care (2025)	Provision for Gender Affirming Care is a service provided that is not currently in our plan
Bonus to Permanent Part Time Staff	In lieu of health benefits, permanent part-time employees will receive a \$500 annual bonus.

Total Compensation Survey

To better understand what benefits are of greatest importance to staff and what their preferences are, a Total Compensation Survey was provided to all Non-Union staff. The questions and responses below were taken from the survey.

On a ranking scale of 1 to 5, with 1 being the most important to you, rank each benefit that is provided by the County below.

Paid Vacation Time	43%
Paid Incidental Time	29%
Paid Float Days and Heritage Day	15%
Paid Bereavement Leave	9%
Pregnancy/Parental Top Up	4%

If there could be an increase in paid time off, where would you like to see the increase applied?

Vacation Time	42%
Incidental Time	28%
Float Days and Heritage Day	16%
Bereavement Leave	9%
Pregnancy/Parental Top Up	5%

Proposed Changes

Vacation Entitlements – Full Time Employees

Length of Service	CURRENT ENTITLEMENT			PROPOSED ENTITLEMENT		DIFFERENCE
	Vacation Days	Vacation Weeks	Floats and Heritage Day	Vacation Days	Vacation Weeks	Additional Days
Start to end of year 2	10 days	2 weeks	3 days	20 days	4 weeks	7 days
3 years to the end of year 7	15 days	3 weeks	3 days	25 days	5 weeks	7 days
8 years to the end of year 13	20 days	4 weeks	3 days	30 days	6 weeks	7 days
14 years to the end of year 24	25 days	5 weeks	3 days	35 days	7 weeks	7 days
25 years and over	30 days	6 weeks (After 30 years employment +1 additional day per year of service to a maximum of 7 weeks)	3 days	35 days	7 weeks +1 additional day per year of service to a maximum of 8 weeks.	Varies between 7 days and 2 days depending on length of service.

The proposed increase to vacation entitlement includes the removal of the two float days provided during the holiday closure period as well as the Heritage Day and converts them to vacation days. This provides the employee with more flexibility as to when those days are used.

Proposed Changes

Municipal Comparators/Competitors

Municipality	Starting Vacation Entitlement at Hire (Days)	Wage Percentile
County of Dufferin	10 Days	55 th percentile
City of Waterloo	15 Days (Management starts at 20 days)	50 th percentile
Oxford County	10 Days	60 th percentile
City of Brantford	15 Days	55 th percentile
County of Wellington	15 Days	65 th percentile
City of Brampton (less than 1 year exp)	15 Days	75 th percentile
City of Mississauga	20 Days	75 th percentile

Proposed Changes

Vacation Entitlements – Part Time Employees

Length of Service	Current % paid each pay	Proposed % paid each pay
Start to end of year 2	4%	6%
3 years to the end of year 7	6%	8%
8 years to the end of year 13	8%	10%
14 years to the end of year 24	10%	12%
25 years and over	10%	14%

Proposed Changes

Vacation Policy Language – Carry Over

The current vacation policy allows for a carry-over of 10 vacation days.

The new proposal allows a maximum carry-over of 5 vacation days.

Vacation entitlements should be used in the accrual period they are earned, although carry-over of up to five days of vacation may occur if:

- a. The department head/designate grants an employee's written request for carry-over, to a maximum of five days; or*
- b. Exceptional operational circumstances prevented the utilization of vacation days.*

Requests to carry over vacation must be submitted to the department head or designate in writing no later than November 1 of the accrual period.

By limiting the maximum carry over, it reduces the County's liability and encourages employees to use their vacation time in the accrual period in which it is earned.

Proposed Changes

Vacation Policy Language - Resignation or Retirement

The current vacation policy states that any vacation credits owing to an employee shall be paid to the employee or his/her beneficiary at the current employee rate at termination of employment.

The new proposal states that when an employee terminates employment, (or retirees) the vacation pay out that an employee receives will be pro-rated to the date of their termination date plus any balance carried forward from the previous year and reduced for any vacation hours used up to the pro-rated vacation entitlement.

Employees departing from the County who have not completed one year of employment will be paid out the remaining vacation balance to which they are entitled, pro-rated based on the number of days that they have worked, upon termination of their employment.

Proposed Changes

Vacation Policy Language – Unpaid Leave of Absence

The current practice, in some instances, has been to provide vacation time as well as vacation pay to employees who are off on unpaid leave.

In the proposal, this practice will stop. **Vacation time** will continue to accrue if an employee is on unpaid leave, **but vacation pay** will not.

Vacation time = time off work which accrues based on length of service.

Vacation pay = the amount of compensation that is paid to an employee for the purpose of taking their vacation time. Vacation pay accumulates as wages are earned during periods of active employment.

ESA Job Protected Unpaid Leaves

Leave	Length	Leave	Length
Declared Emergency	Unlimited	Pregnancy	17 weeks
Family Caregiver	8 weeks	Parental	61 or 63 weeks
Family Medical	28 weeks	Sick	3 days
Critical Illness	37 weeks	Bereavement	2 days
Domestic or Sexual Violence	15 weeks	Reservist	Unlimited
Organ Donor	26 weeks	Family Responsibility	3 days
Crime Related Child Disappearance/Death	104 weeks		

Proposed Changes

Incidental Time

Question and response taken from the Total Compensation Survey.

Currently, full-time employees are provided with six (6) days of incidental/sick time and part-time employees are provided with two (2) days of incidental/sick time. There is no carryover of unused incidental/sick hours and any hours that remain at the end of the year are paid out to the employee (FT only). If you could choose, would you rather have: (please choose only one):

1. An increase to the amount of paid incidental/sick time provided to you with no payout for unused time.
52%
2. The amount of paid incidental/sick time remains unchanged, and both FT and PT staff are paid out for unused hours at the end of the year.
48%

Proposed Changes

Incidental Time

Full Time Employees		Part Time, Students, Seasonal	
Current Entitlement	Proposed Entitlement	Current Entitlement	Proposed Entitlement
6 Days	8 Days	2 Days	4 Days

Proposal includes increasing the entitlements as well as:

- Changing the name from Incidental to Personal Leave
- Removing any payout for unused time

Benefits

- Creating a safe and healthy workplace is an essential responsibility for every employer. A sick employee with paid leave will feel comfortable staying home instead of coming to work and potentially infecting others or possibly getting injured on the job.
- Offering additional paid time off supports employees in positions where Short Term Disability is not available and signals that they are valued.
- Aides in attraction of new employees and retention of current.

Vacation and Productivity

Combatting Burn-out

What is burn-out?

According to the World Health Organization, burn-out is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- feelings of energy depletion or exhaustion;
- increased mental distance from one's job, or feelings of negativism or cynicism related to one's job and
- reduced professional efficacy.

A statistics Canada study found that 21% of employed Canadians are experiencing high or very high levels of work-related stress, the most common cause of which is a heavy workload, followed by a lack of work life balance.

According to Canadian HR Reporter, only 29% of Canadian worker used all their allotted vacation time in 2022.

Vacation and Productivity

Combatting Burn-out

Research shows that taking time off benefits employees in three ways:

1. Mentally

- a. Taking a vacation provides greater opportunity for rest and better sleep (both quantity and quality), which can help unclutter your mind to boost creativity.

2. Physically

- a. Relaxing on vacation can reduce the levels of stress hormones (cortisol and epinephrine) allowing for your nervous and immune system to recover.

3. Spiritually

- a. Taking time away from work to unplug and reacquaint yourself with the essence of who you really are and with your "happy place."

Being an Employer of Choice

What are employers doing to attract and retain talent?

Competitive Compensation

Providing competitive salaries and creative benefits such as wellness programs, paid leaves, vacation, retirement package options, training & education allowances, etc.

Comprehensive Health Benefits Package

Inclusive health benefits that address both physical and mental health, the unique needs of employees.

Flexibility

Offering remote work, hybrid work, alternative start and end times, flex time, etc.

Professional Development

Opportunities for advancement, unbiased promotions, two-way performance reviews, etc.

Being an Employer of Choice

What are candidates looking for?

Benefits

Sick and vacation leave allotments, as well as the organizations health benefits package, will have a significant impact on whether a candidate decides to apply for a position within an organization or not.

Salary

Take home pay is one of the most important elements that candidates consider when applying for a position.

Location

Travel to and from work, and the time and cost associated with it, is a determining factor in whether a candidate applies for a position or not.

To attract new talent to the County of Dufferin, and retain our current staff, we need to offer candidates and employees the things that they value. If we don't, someone else will.

Vacation and Productivity

Leading by example

There is no substitute for modelling behaviour that you want to see within your teams and the organization. Employees who see their managers take regular vacation time know that they can do the same without repercussions.

Plan for proper coverage

Genuinely promoting vacation requires more than verbal encouragement. Managers need to support their teams by ensuring that resources are in place for work to continue during an employee's vacation.

The Right to Disconnect

Employees have a right to disconnect; however, some may still feel uncomfortable doing so if they see that it's not something commonly done.

Foster trust, so team members feel comfortable being away

Staff may be uncomfortable with the idea of handing over their work to someone else, even for a short period of time. It could cause some anxiety around job security if they have had negative experiences in the past.

Myth Busting

This would never fly in the private sector!

- Annual Bonuses
- Signing bonuses
- Company vehicles/Car Allowances
- Stock options
- Unlimited Paid Time Off (PTO)

Myth Busting

With more vacation time, how is any work going to get done?

Findings from the largest 4 Day Work Week Study in North America

- Employee retention increased by 32%
- Self reported productivity increased by 57%
- 69% of employees experienced a reduction in burnout
- 59% reported a decline in negative emotions
- 40% felt less stressed working a shorter week
- 45% felt less fatigue
- 36% experienced less anxiety
- Work-to-life conflict decreased by 60%

Myth Busting

This proposal would never fly at my organization?

- How do you know that to be true?
- Have you conducted a comprehensive engagement process with staff at your organization?
- The literature indicates that staff across all sectors want;
 - Competitive Benefits
 - Competitive Salary
 - Work-life balance
 - Hybrid and remote work opportunities

Questions?