

Employee Compensation & Review Policy	
Effective Date 2021-06-21	Approved by Council 2021-06-21
Revision Date: October 20, 2025	

1.0 Rationale

The Town of Middleton recognizes that compensation and benefits play an important role in our ability to attract, motivate and retain high-quality, talented employees. As such, salaries and non-cash benefits must be equitable and competitive and reflect current market conditions in both the private and comparable public sector organizations for the skills and qualifications required to do the job successfully.

The Town's compensation plan is designed to be flexible to recognize the various levels of experience that employees bring to the organization and to reward exceptional job performance and contributions to the organization.

2.0 Definitions

- 2.1. **Consumer Price Index (CPI):** A measure of the rate of price change for goods and services bought by Canadian consumers. It is the most widely used indicator of price changes in Canada.
- 2.2. **Increment:** The difference between one salary rate and the next higher salary rate within the salary range established for a position.
- 2.3. **Non-Union Employee:** An employee who is not covered by the Canadian Union of Public Employees (CUPE), Local 2858 Collective Agreement.
- 2.4. **Salary Range:** A range of pay for a level of duties with a minimum and a maximum and one or more rates of pay in between. The level of pay will be established in accordance with performance and, in some cases, seniority.
- 2.5. **Step:** A salary rate within a salary range established for a position outside of the bargaining union.
- 2.6. **Total Compensation:** For purposes of this policy, the Town of Middleton recognizes that total compensation is comprised of:
 - direct remuneration: primarily salaries and overtime compensation;
 - indirect remuneration: vacation benefits, group insurance, pension contributions, and sick leave (if not included in primary salary).

- 2.7. **Union Employee:** An employee who is covered by the Canadian Union of Public Employees, Local 2858 Collective Agreement.

3.0 Policy

3.1. Objectives

The objectives of this Policy are to:

- a. impart a better understanding of the principles of salary administration;
- b. maintain and monitor, through periodic reviews and surveys, salary levels and benefits to ensure consistency with those of the local area and those of other municipal units in the province or region;
- c. provide a means to regularly review each individual's progress in a position, recognizing achievements and suggesting areas for possible improvement;
- d. determine a uniform structure of relationships which will adequately compensate each employee for work performed and provide opportunities for advancement and promotion;
- e. recommend and approve interim staff appointments and associate temporary increases in compensation when required;
- f. encourage consistency and equity with respect to salaries and benefits and further to ensure that job/position hierarchy is properly developed and reflective of the organizational structure;
- g. develop and implement a system of total compensation so that all members of the Town of Middleton staff will be remunerated fairly with reference to their specific duties, responsibilities and job requirements, as well as their level of total compensation relative to other employees of the Town of Middleton; and
- h. provide incentives, through the proper administration of salaries and other means of compensation, for each individual to put forth their best effort on the job.

3.2. Responsibilities

3.2.1. The Council will:

- a. review, amend, and adopt changes to the *Employee Compensation and Review Policy*;
- b. authorize any changes in the overall compensation and benefits provided to the Chief Administrative Officer; and
- c. approve or amend employee compensation plans as provided by the Chief Administrative Officer.

3.2.2. The CAO will:

- a. approve all pay changes;
- b. make changes to existing salary scales and benefit plans, as required, for all employees;
- c. carry out regular salary reviews or surveys and recommend adjustments to the compensation plan;
- d. negotiate total compensation levels with unions and/or associations;
- e. approve and recommend special temporary adjustments when an employee is asked to service in an acting capacity for another employee who is more senior;
- f. ensure that the results of the compensation plan are applied consistently; and
- g. recommend changes to the *Employee Compensation and Review Policy* where considered appropriate.

3.3. Compensation Plan

- a. An external salary survey should be conducted at least every four (4) years by the Chief Administrative Officer, or designate, in order to obtain information on compensation programs of other comparable employers. This will be conducted for employees not included in the bargaining unit and as agreed upon between the Chief Administrative Officer and the Union for the unionized employees.
- b. The Chief Administrative Officer, or designate, will prepare and recommend for the consideration of Council, a compensation plan covering all employees not included in bargaining units. Normally, the compensation plan will include for each position, a minimum and maximum rate and intermediate rates as considered necessary and equitable. The rate of pay assigned to each position will reflect fairly the differences in the duties and responsibilities between it and other positions. When setting the rates of compensation, the following should be considered:
 - the results of the compensation survey;
 - the Town of Middleton's existing and projected future financial condition and policies;
 - any relevant and unusual problems concerned with recruitment and turnover for a particular position(s).

3.4. Salary Administration for Employees Not Covered by Collective Agreements

- a. Once salary scales have been established, they will be increased annually by one of two methods:
 - i) The increase in the cost of living (the change in the Consumer Price Index) in order to recognize the decrease in the purchasing power of money and

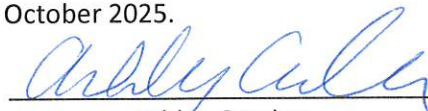
in order to maintain the standard of salary scales established by policy. The CPI factor used for this calculation will be the CPI for Nova Scotia as reported by Nova Scotia Finance and Treasury Board for the previous twelve-month period – October of the prior year to September of the current year. This factor will be used as a guide. CPI increases will be effective as of the first of each fiscal year – April 1st; or

- ii) Economic Increases percentage as negotiated for Unionized employees in a ratified Collective Agreement.
- b. Each employee will automatically receive an increase representative of the increase in cost of living subject to budgetary consideration and approval by the Chief Administrative Officer.
- c. An increment increase is not based on years of service. It can only be recommended by the Chief Administrative Officer or department head after a performance review has been conducted for the employee per the Performance Management Policy and Procedure.
- d. Compensation increases in any given year are tied to budgetary ability.

3.5. Salary Administration for Employees Covered by Collective Agreements

- a. For all employees of the Town of Middleton covered by a collective agreement, salary increases will be administered in relation to the terms of the applicable collective agreement.

I, **Ashley Crocker, Town Clerk of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the 15th day of October 2025.



Ashley Crocker
CAO

Policy Adoption	
Date of 7-day notification to Council	October 16, 2025
Date of Approval	October 20, 2025