

MEMORANDUM

DATE: September 26, 2022

TO: All Employees

FROM: Senior Leadership Team

RE: Compensation Review Update

We are pleased to share an update on TRCA's comprehensive compensation review, supported by LifeWorks, TRCA's compensation consultant. When we [launched the compensation review project in February](#), we committed to sharing progress with staff to keep you informed as we move through the six (6) phases. The purpose of this update is to let you know that we have successfully completed Phase 1 and are nearing completion on Phase 2.

Phase 1: Current state assessment review of existing compensation structure (Q1 2022)

Phase 2: Job description review, harmonization, and updates (Q1 & Q2 2022)

Phase 3: Job evaluation activities (Q2-Q4 2022)

Phase 4: Market study (Q2-Q4 2022)

Phase 5: Final recommendations (Q1 2023)

Phase 6: Implementation (Q2 2023)

In Phase 1 LifeWorks conducted a thorough current state assessment, conducting stakeholder interviews to link strategy to TRCA's compensation structure, identify considerations for our compensation framework and diagnose areas of success and opportunity as it relates to our existing compensation structure.

In addition to the current state assessment, LifeWorks completed a thorough review of TRCA's existing compensation structure including our job evaluation and job documentation methods and processes, along with our linked programs and policies including the Performance Development Program (PDP), Succession Development Program (SDP) and compensation related policies. This work was completed to support the overarching compensation recommendations which will be formalized in Phase 5, as well as recommendations related to compensation and evaluation tools.

In February and March of this year, Human Resources met with divisional management teams to identify opportunities for position harmonization to support a more agile and flexible workforce, with greater breadth and depth to positions. Through this exercise and the support of LifeWorks, we have been able to substantially reduce siloed and narrowly scoped positions.

During the same time frame of February and March, LifeWorks working in conjunction with TRCA's Compensation Working Team, developed a standard job description template based on best practice, job aid, job description writing training program, and job description "guidelines" which provide standard language/guidance for common levels of work/experience/working conditions. These were developed with the goal of streamlining processes and make the future of job descriptions easier, more equitable overall with supports created and aligned to today's labour market.

In early spring, our Senior Leadership Team (SLT) and Senior Management Team (SMT) participated in mandatory Job Description Purpose and Guidelines Training provided by LifeWorks. This training provided the teams with guidance on the new job descriptions template and an understanding of the process including how HR has shifted all job documents to a new template, understanding the important role leaders play in reviewing the new job descriptions and the expectations of leaders to support reviews and quality assurance checks. Following this training all supervisors and managers were invited to participate in a similar training session delivered by LifeWorks on the new templates and processes, to support the adoption of the new tools both now and into the future.

From April to date, there has been a significant amount of work completed including LifeWorks and HR updating all TRCA job descriptions to new templates and creating harmonized position job descriptions where feasible. All updated job descriptions are now being reviewed by senior management and will be returned to HR and LifeWorks for a quality assurance review. As we near completion of Phase 2, we would like to thank SMT for their input and support as we continue to work with LifeWorks on finalizing updates to standardize and consolidate TRCA's job descriptions.

The changes made to TRCA's job descriptions and evaluation tools, along with corresponding training provided to HR and senior management will support TRCA moving forward as we continue to develop and implement consistent, transparent, and equitable compensation, attraction and retention practices.

LifeWorks has started work on Phase 3 of the project and will initiate Phase 4 in conjunction with Phase 3 as we enter October 2022.

TRCA senior management has been apprising staff in our participating municipalities including Toronto, Peel, York, and Durham that we are undertaking this compensation review and that TRCA may need increased funding to address cost of living and compensation review considerations. We will continue to be speak to these important matters in municipal budgeting processes we are involved in across our jurisdiction in parallel with the work described above.

We will continue to provide staff with updates as we progress through the next phases of this project.

If you have any questions, please reach out to your supervisor, or please contact Human Resources via email at hr@trca.ca.