



TO: Community Services Executive Committee

FROM: Aaron Petrin, Human Resources Manager

DATE: December 2, 2016

SUBJECT: Student Wage Rates – Community Services Division

Executive Summary

This report is regarding the entry-level hourly wage rates of student positions in the Community Services Division for high school and post-secondary positions.

Over the past year, this division's management has voiced concerns regarding their ability to recruit, retain, develop, and motivate quality student employees due to the narrowing gap between the general minimum wage and student wage rates for its high school and post-secondary positions. They also raised concerns about internal equity, due to the difference in wage rates between high school and post-secondary student positions.

This division's management has recommended the following as an interim solution to alleviate their staffing concerns.

I support their recommendation on the HR principles of internal equity; distributive fairness; and the ability to attract, develop, and retain quality student employees. I feel that it will result in a more competitive position for the Town of Fort Frances in the local student labour market.

Background

The lowest class of high school student positions is the Student Arena Attendant. Although there is a student minimum wage in Ontario, the Town has historically anchored this wage rate to the General Minimum Wage ("the minimum wage") and has paid an additional premium of \$0.15/hour ("the wage differential").

This premium was constant until recent years, but is now only \$0.02/hour higher than the minimum wage. This is because there have been three minimum wage increases since 2014, and the Town has not yet adjusted the wage rates of student employees in this division accordingly. Please see the attached chart on page 3, which illustrates past practice.

Last year, the Town's CAO directed that the gap traditionally maintained between the minimum wage and that of the Student Arena Attendant be reviewed and adjusted by \$1.00 per hour. A recommendation was presented to this Executive Committee in November 2015, and the Committee directed that the matter be held in abeyance.

Recommendation

High School Students

That the entry-level wage rates of high school positions be anchored to the minimum wage, with additional premiums per the following groupings; and that these rates shall increase naturally in equal proportion to future increases to the minimum wage: The wage rates will increase from Year 1 through Year 3 based upon an evaluation score of 70% or higher.

1. Student Arena Attendant
 - a. Minimum wage +\$0.50/hour
 - = \$11.90/hour Year 1
 - = \$12.40/hour Year 2
 - = \$12.90/hour Year 3
2. Summer Program Leader & Student Library/Museum/Marina Attendant
 - a. Minimum wage +\$1.00/hour
 - = \$12.40/hour Year 1
 - = \$12.90/hour Year 2
 - = \$13.40/hour Year 3
3. Lifeguard - Bronze Cross certified
 - a. Minimum wage +\$1.35/hour
 - = \$12.75/hour Year 1
 - = \$13.25/hour Year 2
 - = \$13.40/hour Year 3
4. Lifeguard - NLS certified
 - a. Minimum wage +\$2.60/hour
 - = \$14.00/hour Year 1
 - = \$14.50/hour Year 2
 - = \$15.00/hour Year 3
5. Lifeguard – Instructor
 - a. Minimum wage +\$3.20/hour
 - = \$14.60/hour Year 1
 - = \$15.10/hour Year 2
 - = \$15.60/hour Year 3
6. Lifeguard - Instructor, NLS certified
 - a. +\$3.30/hour
 - = \$14.70/hour Year 1
 - = \$15.20/hour Year 2
 - = \$15.70/hour Year 3
7. Lifeguard - Senior Guard
 - a. +\$3.90/hour
 - = \$15.30/hour Year 1
 - = \$15.80/hour Year 2
 - = \$16.30/hour Year 3

Post-Secondary Students

That the entry-level wage rates of post-secondary positions be anchored to Operations & Facilities division's Student Labourer rate, with additional premiums per the following groupings:

1. Summer Program Leader & Student Library/Museum/Marina Assistant/ Lifeguard
 - a. + \$0.00/hour = \$16.48/hour Jan 1/2017
= \$16.73/hours Jan 1/2018
2. – Senior Guard & Summer Program Leader (uncertified)
 - a. + \$0.50/hour = \$16.98/hour Jan 1/2017
= \$17.23/hour Jan 1/2018
3. Student Marina Operator & Summer Program Leader (certified)
 - a. + \$1.00/hour = \$17.48/hour Jan 1/2017
= \$17.73/hour Jan 1/2018

Where returning high school student employees would transition to the post-secondary student wage schedule, as above, if they resume student employment with the Town after completing one year of post-secondary studies.

The chart below reflects the Town's past practice with respect to the wage differential:

	01-Feb-05	01-Feb-06	01-Feb-07	31-Mar-08	31-Mar-09	31-Mar-10	01-Jun-14	01-Oct-15	01-Oct-16
General Minimum Wage (GMW)	\$7.45	\$7.75	\$8.00	\$8.75	\$9.50	\$10.25	\$11.00	\$11.25	\$11.40
Student Minimum Wage (SMW)	\$6.95	\$7.25	\$7.50	\$8.20	\$8.90	\$9.60	\$10.30	\$10.55	\$10.70
Difference (GMW & SMW)	\$0.50	\$0.50	\$0.50	\$0.55	\$0.60	\$0.65	\$0.70	\$0.70	\$0.70
Student Arena Attendant (SAA)	\$7.60	\$7.90	\$8.15	\$8.90	\$9.65	\$10.40	\$11.04	\$11.26	\$11.42
Difference (SAA & GMW)	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.04	\$0.01	\$0.02