

Non-Executive Job Evaluation and Compensation Study

Date: March 21, 2023

To: The Board of Governors of Exhibition Place

From: Don Boyle, Chief Executive Officer

Wards: All Wards

REASON FOR CONFIDENTIAL INFORMATION

This report deals with personal matters about identifiable individuals, including municipal or Board employees.

SUMMARY

At its meeting of September 14, 2022, the Board received the Korn Ferry Executive Compensation study as presented in-camera and the Board directed the Chief Executive Officer, Exhibition Place to engage with Korn Ferry to complete the compensation study for the other four executive and non-executive Exhibition Place staff in consultation with the City Manager's Office and report back to the Board.

The Korn Ferry Compensation Study for the executive staff (non-CEO) is the subject of a separate Board report.

Staff from Korn Ferry will be attending the Board meeting of April 4, 2023 to respond to questions on their compensation review.

The last compensation study for Exhibition Place was done in 2016. This report recommends revisions and updates to the 2016 Board-approved Compensation Plan for non-union / non-executive positions effective July 1, 2023. The recommendation follows the guiding principle approved by City Council achieving the 50th percentile factor.

The Korn Ferry review was done for 148 staff and bundled into fourteen (14) categories and included both salary and hourly staff positions.

RECOMMENDATIONS

The Chief Executive Officer recommends that the Board:

1. Approve the non-executive / non-union Proposed 2023 Compensation Plan and Salary Range effective July 1, 2023, as set out in Confidential Attachment 2 and based on the concept outlined in Confidential Attachments 1 and 3.
2. Authorize the public release of Confidential Attachment 2, Korn Ferry Market Mid-Point and Salary Ranges after approval by the Board.
3. Direct that Confidential Attachment 1 and Confidential Attachment 3 remain confidential as they deal with personal matters about identifiable individuals, including municipal or Board employees.

FINANCIAL IMPACT

The cost to implement the Korn Ferry Study commencing July 1, 2023 (six months) for the 148 non-executive staff based on the P50 Factor is \$372,478 (\$143,104 + \$229,374). This cost is made up of \$143,104 for forty five (45) staff currently below the minimum of the proposed salary range and will need to be brought to the minimum of the new range and the other one hundred and three (103) staff that are in range who will be equally positioned in the step of the new range costing \$229,374. There is no net financial impact to the operating budget as the incremental cost of \$372,478 to budget is offset by revenues earned from additional building rent, parking rate increases since January 2023, and other show services.

Future annual cost increases for COLA and Merit Pay per City direction will be provided for in the annual operating budget.

DECISION HISTORY

The Exhibition Place 2022-2026 Strategic Plan has a goal to Invest in our People and Culture and strive to be recognized as an employer of choice, attracting top talent within the industry.

At its meeting on September 21, 2016, the Board approved a new Compensation Plan for all Exhibition Place management / exempt staff in Board approved positions.

[https://www.explace.on.ca/files/file/58b5f8f17f377/Item-19\(b\)-EP-Comp-Supp.pdf](https://www.explace.on.ca/files/file/58b5f8f17f377/Item-19(b)-EP-Comp-Supp.pdf)

At its meeting on September 14, 2022, the Board directed the Chief Executive Officer, Exhibition Place to engage with Korn Ferry to complete the compensation study for the other executive positions and non-executive Exhibition Place staff in consultation with the City Manager's Office and report back to the Board.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EP25.5>

COMMENTS

As noted in the Decision History, the Board directed the Chief Executive Officer, Exhibition Place, to engage with Korn Ferry to complete the compensation study for the executive and non-executive Exhibition Place staff in consultation with the City Manager's Office and report back to the Board.

This Korn Ferry report provides a competitive market analysis of Exhibition Place's current salary structure and outlines the proposed 2023 salary midpoints, ranges, and grades.

The Korn Ferry job analysis and evaluation process provides Exhibition Place with a framework to align jobs effectively and equitably within the structure that best supports business, strategic goals, and objectives. Positions are clarified and distributed into specific base accountabilities and primary functions.

Job evaluation also enables Exhibition Place to identify and align critical interrelationships and functional similarities across departmental and divisional silos.

Korn Ferry also was retained by the City and completed the recent City of Toronto compensation review, and the assessment was based on the Korn Ferry Hay Guide Chart job evaluation method. All results were validated against other benchmarked evaluations and comparator groups in the Korn Ferry database (including the City of Toronto) and other global standards.

The review determined that Exhibition Place's midpoint salary range is below the market 50th percentile base salaries of comparator organizations, comprised of broader public sector and similar industry institutions. It should be noted that compared to our direct industry competitors, Exhibition Place is still below their pay rates; however, the proposed salary range increases make us more competitive.

The recommended salary ranges for Exhibition Place are in the 50th percentile in each grade. The recommendation follows the guiding principle approved by Council: achieving the 50th (P50) percentile factor.

Staff from Korn Ferry will be attending the Board meeting of April 4, 2023 to respond to questions on their compensation review.

CONTACT

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SIGNATURE

Don Boyle
Chief Executive Officer

ATTACHMENTS

Confidential Attachment 1 - Korn Ferry - Market Compensation Analysis
Confidential Attachment 2 - Korn Ferry - 2023 Mid-Point and Salary Ranges
Confidential Attachment 3 - Korn Ferry - Job Matrix by Salary Grades